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Financing of the United Nations Mission in Liberia

Budget for the United Nations Mission in Liberia for the period from 1 July 2007 to 30 June 2008

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in Liberia (UNMIL) for the period from 1 July 2007 to 30 June 2008, which amounts to $695,514,300, inclusive of budgeted voluntary contributions in kind in the amount of $52,800.

The budget provides for the deployment of 215 military observers, 14,060 military contingent personnel, 635 United Nations police officers, 605 formed police personnel, 570 international staff, 990 national staff inclusive of 50 national officers and 259 United Nations Volunteers. The international and national staffing establishment includes five international and eight national positions funded under general temporary assistance.

The total resource requirements for UNMIL for the financial period 2007/08 have been linked to the Mission's objective through a number of results-based frameworks, grouped by components: security sector, peace consolidation, rule of law and support. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked where applicable to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2005/06)*	*Apportionment (2006/07)*	*Cost estimates (2007/08)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	377 419.5	378 911.9	357 843.3	(21 068.6)	(5.6)
Civilian personnel	109 620.6	107 245.4	118 383.2	11 137.8	10.4
Operational costs	220 064.8	228 456.0	219 235.0	(9 221.0)	(4.0)
Gross requirements	**707 104.9**	**714 613.3**	**695 461.5**	**(19 151.8)**	**(2.7)**
Staff assessment income	10 877.6	10 291.9	11 719.6	1 427.7	13.9
Net requirements	**696 227.3**	**704 321.4**	**683 741.9**	**(20 579.5)**	**(2.9)**
Voluntary contributions in kind (budgeted)	264.0	264.0	52.8	(211.2)	(80.0)
Total requirements	**707 368.9**	**714 877.3**	**695 514.3**	**(19 363.0)**	**(2.7)**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary positions*[c]	*United Nations Volunteers*	*Total*
Executive direction and management									
Approved posts 2006/07	—	—	—	—	11	—	—	—	11
Proposed posts 2007/08	—	—	—	—	11	—	—	—	11
Components									
Security sector									
Approved 2006/07	215	14 785	875	240	12	4	—	—	16 131
Proposed 2007/08	215	14 060	635	605	12	4	—	—	15 531
Peace consolidation									
Approved 2006/07	—	—	—	—	120	82	9	60	271
Proposed 2007/08	—	—	—	—	106	82	6	46	240
Rule of law									
Approved 2006/07	—	—	—	—	60	42	—	19	121
Proposed 2007/08	—	—	—	—	59	44	—	19	122
Support									
Approved 2006/07	—	—	—	—	386	822	7	199	1 414
Proposed 2007/08	—	—	—	—	377	852	7	194	1 430
Total									
Approved 2006/07	215	14 785	875	240	589	950	16	278	17 948
Proposed 2007/08	215	14 060	635	605	565	982	13	259	17 334
Net change	—	(725)	(240)	365	(24)	32	(3)	(19)	(614)

[a] Represents highest level of authorized/proposed strength.

[b] Includes National Officers and national General Service staff.

[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

1. The mandate of the United Nations Mission in Liberia (UNMIL) was established by the Security Council in its resolution 1509 (2003). In its resolution 1712 (2006), the Council extended the mandate of UNMIL until 31 March 2007.

2. The Mission is mandated by the Security Council to achieve the overall objective of advancing the peace process in Liberia.

3. Within this overall objective, the Mission will contribute during the budget period to a number of expected accomplishments by delivering related key outputs, shown in the framework components below. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period.

4. The framework components have been reorganized to reflect the progress in the implementation of the mandate, under which several key elements of the Comprehensive Peace Agreement of 18 August 2003 either have been completed, or are on their way to completion. The reorganization and regrouping serve to highlight the interlinked and interlocking nature of the work in the current consolidation phase, which will pave the way for an eventual drawdown. They also reflect the benchmarks covering the consolidation phase as set out in annex I to the report of the Secretary-General to the Security Council dated 12 September 2006 (S/2006/743).

5. In its resolution 1712 (2006), the Security Council endorsed the Secretary-General's recommendations contained in his report (S/2006/743) for a phased, gradual consolidation, drawdown and withdrawal of UNMIL troop contingents, as the situation permitted and without compromising the security of Liberia. The benchmarks are divided into four categories, including security; governance and the rule of law; economic revitalization; and infrastructure and basic services. The security benchmarks, including the training and deployment of the Armed Forces of Liberia and the Liberian National Police, development by the Government of a national security strategy and architecture, the reintegration of ex-combatants and the return and reintegration of refugees, would determine the pace and timing of the drawdown and eventual withdrawal of the Mission. The benchmarks covered under governance and rule of law, economic revitalization and infrastructure and basic services are primarily of a long-term nature. They would be accomplished after the departure of UNMIL.

6. The reorganized frameworks reflecting the benchmarks covering the consolidation phase include the security sector, peace consolidation, rule of law and support.

7. The Mission's framework component on the security sector encompasses both security stabilization and security sector reform. The main priorities during the 2007/08 period would be to maintain a stable and secure environment, while supporting the restructuring of the Armed Forces of Liberia and the recruitment and training of the Liberian National Police. The Mission would also seek to consolidate peace and plan its military drawdown with a gradual shifting of responsibility for security to the local authorities after the Mission's review and assessment of the situation on the ground.

8. The Mission's framework component on peace consolidation reflects support to the Government in building the capacity of State institutions and in consolidating and strengthening State authority throughout the country. In the 2007/08 period, the Mission will facilitate the completion of the return and resettlement of refugees and internally displaced people and assist the Government in completing the reintegration and rehabilitation of ex-combatants and other war-affected populations. It will also assist in the implementation of the Governance and Economic Management Assistance Programme and other initiatives to capture and utilize national revenues for the public good.

9. The Mission's framework component on the rule of law, which includes human rights and the justice sector, reflects assistance to the Government in strengthening the capacity of judicial institutions and in establishing a culture of respect for human rights and the rule of law.

10. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the 2006/07 budget, including reclassifications, have been explained under the respective components.

11. By resolution 60/266 of 30 June 2006, the General Assembly had inter alia requested that a review of staffing requirements, function and level of posts be undertaken to reflect evolving mandates, changing operational requirements, actual responsibilities and functions performed, with a view to ensuring the most cost-effective use of resources.

12. The Mission conducted a review of the work of the Civil Affairs, Reintegration, Rehabilitation and Recovery and Humanitarian Coordination Sections as well as the Communications and Public Information Office, the Political Planning and Policy and the Quick Impact Projects Units under the peace consolidation framework component to rationalize staffing and share responsibility for the outputs. As a result of the review, it is proposed to downsize the Humanitarian Coordination Section to that of a Humanitarian Coordinator's Support Office. Many of the field functions previously done by the staff of the Humanitarian Coordination Section would be covered, in the 2007/08 period, by staff of the Civil Affairs Section and the Recovery, Rehabilitation and Reintegration Section. Also it is proposed to disband the Quick Impact Projects Unit and to implement the quick impact projects programme from within existing staffing resources of the Mission as a whole. As a result, in the 2007/08 period under the peace consolidation framework component, a net reduction of 14 posts, 14 United Nations Volunteer positions and 3 positions funded under general temporary assistance is proposed. These variances in human resources are explained under the peace consolidation component.

13. The support framework component reflects the work of the personnel conduct and discipline team, the HIV/Adviser Unit, the Security Section and the Division of Administration. A review of the work of the Division, in particular the Integrated Support Services, revealed the need to strengthen the Transport Section to facilitate the implementation, support and operation of the Mission Electronic Fuel Accounting System to monitor and verify actual fuel consumption, identify abnormal patterns of consumption that warrant investigation and act as a control system to address relevant risks in the receipt, distribution and consumption of fuel including fuel theft. As a result, in the 2007/08 period, under the support framework

component in the Division of Administration, an increase by a total of 30 national staff offset by the net reduction of 9 international and 5 United Nations Volunteer positions is proposed. In addition, with the operational integration of the Mission's Security Section in Liberia with that of the Department of Safety and Security under the Chief Security Adviser who is funded jointly by the Department of Safety and Security and other United Nations funds, programmes and agencies in the country a net reduction of one post is proposed. These variances in human resources are explained under the support component.

14. In the 2007/08 period, the Mission seeks efficiency gains through the proposed conversion of five international posts and one international position funded under general temporary assistance with emphasis on the development of national capacity, a reduction in the number of flying hours of aircraft through emphasis on four main operating bases (one each at Sprigs Payne Airfield, Roberts International Airport, Gbarnga and Greenville, respectively) instead of the two at Sprigs Payne Airfield and Roberts International Airport, with the same number of personnel and through the implementation of the Mission Electronic Fuel Accounting System to control and verify actual fuel consumption.

15. The proposed 2007/08 budget includes a provisional $1,000,000 for the continuation of quick impact projects. The projects will remain essential during the budget period for inaccessible rural communities that do not benefit from the support of United Nations agencies, funds or programmes, donors or non-governmental organizations, thereby demonstrating dividends of stability to communities that do not otherwise currently benefit from external support.

16. The continuation of the quick impact projects programme in the 2007/08 period will complement the Mission's efforts to implement its mandate, in particular by demonstrating progress in the efforts of the Mission to re-establish the rule of law and support the extension of State authority. The Mission remains the primary authority and guarantor of security in the inaccessible areas of the country where inadequate infrastructure and the limited presence of national authority acutely hampers progress towards reconstruction and recovery. During the period, focus will be on the limited infrastructure related projects, the provision of equipment and short-term employment-generating projects to build the confidence required by the Mission to implement its mandate during the ongoing consolidation phase of the peace process. In the 2007/08 period, projects will focus on strengthening the rule of law (police stations, magistrates and judicial courts and correction facilities); advancing the extension and consolidation of State authority (Forestry Development Authority inspectorate stations to enforce restrictions on trafficking of illicit trans-movement of timber, and Kimberly Process Certification Scheme offices to facilitate the control of diamonds); and basic services (health clinics, water and sanitation facilities). The planned projects will also serve to build confidence in the peace process by supporting the Government in the implementation of the four pillars underpinning its agenda for national reconstruction and peace consolidation, which is a critical element of the Mission's plan for consolidation, drawdown and withdrawal that was endorsed by the Security Council in its resolution 1712 (2006).

17. In the short to medium term, the aim of the quick impact projects programme will be to demonstrate progress in the national recovery process, including through support to the deployment of the national police, the restoration of courts and the creation of short-term employment opportunities in vulnerable communities. It will

facilitate the creation of an enabling environment for the Government of Liberia to implement its interim poverty reduction strategy from July 2006 to June 2008, by providing tangible benefits to a population that expects to see immediate gains.

18. The Mission is organized in four sectors covering 15 counties, with the Mission headquarters, located in Monrovia, also covering sector 1, which encompasses the greater Monrovia area. Three sector headquarters are established outside Monrovia: sector 2 covers the counties of Bomi, Grand Cape Mount and Lofa, along Liberia's borders with Sierra Leone and Guinea; sector 3 covers the counties of Grand Bassa, Bong and part of Nimba bordering Côte d'Ivoire; and sector 4 covers the counties of Sinoe, River Cess, Grand Gedeh, Grand Kru and Maryland, along the country's border with Côte d'Ivoire.

Executive direction and management

19. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Special Representative of the Secretary-General											
Approved posts 2006/07	1	1	4	1	—	4	—	11	—	—	11
Proposed posts 2007/08	1	1	4	1	—	4	—	11	—	—	11
Net change	—	—	—	—	—	—	—	—	—	—	—
Total											
Approved 2006/07	1	1	4	1	—	4	—	11	—	—	11
Proposed 2007/08	1	1	4	1	—	4	—	11	—	—	11
Net change	—	—	—	—	—	—	—	—	—	—	—

[a] Includes National Officers and national General Service staff.

Component 1: security sector

Expected accomplishments	*Indicators of achievement*
1.1 Stable security environment in Liberia	1.1.1 No reported cases of serious security incidents (2005/06: 0, 2006/07: 0, 2007/08: 0)

Outputs

- 2,562,000 foot and mobile patrol person days (4 sectors x 35 troops per patrol x 50 patrols x 366 days), including for border monitoring, cordon and search operations, maintenance of public order and support to the Government of Liberia
- 768,600 static troop person days (60 x static locations x 35 troops per location x 366 days), including checkpoints on roads, observation posts and all static guarding tasks for entrance/exit points to major ports and harbours, entrance/exit points to airfields and helicopter landing zones, approaches to major Government buildings, economic checkpoints for sanctions monitoring, border crossing points, strategic bridges and junctions and other routes
- 28,392 United Nations military observer person days (6 days x 7 personnel (4 on patrol, 2 on stand-by patrol and an operations officer) x 52 weeks x 13 teams sites), to gather information and liaise with agencies and non-governmental organizations
- 5,514 air patrol hours for all deployments and extractions as well as reconnaissance, border patrols, United Nations police support, United Nations military observer patrols and air operations, but excludes all logistical, medical evacuation, engineering, communications and VIP flights
- 470,496 force engineering person days (1,508 military engineers x 6 days per week x 52 weeks), including provision of support to the Government of Liberia in the areas of infrastructure rehabilitation such as roads, bridges and local authority buildings
- 91,500 Special Court for Sierra Leone protection troop person days (250 troops x 366 days)

Expected accomplishments	*Indicators of achievement*
1.2 Establishment of a new and restructured Armed Forces of Liberia	1.2.1 Recruitment and training of 650 new personnel of the Armed Forces of Liberia

Outputs

- Provision of advice through monthly meetings of the Liberia Reconstruction and Development Committee, the security pillar to the Government of Liberia, on the continuing recruitment, training and deployment of the Liberian military, in cooperation with the Economic Community of West African States (ECOWAS), the African Union, international organizations and concerned Member States

Expected accomplishments	*Indicators of achievement*
1.3 Enhanced public law and order and improved operational capacity of the Liberian National Police	1.3.1 Increase in the percentage of Liberian National Police officers deployed to all zones and county detachments (2005/06: 22.5%, 2006/07: 70%, 2007/08: 100%)
	1.3.2 Increase in the percentage of total female Liberian National Police officers (2005/06: 6%; 2006/07: 15%; 2007/08: 20%)

Outputs

- Provision of back-up support to the Liberian National Police by UNMIL formed police units in serious crime matters, incidents of civil unrest, cordon-and-search operations, arrest of dangerous suspects and provision of security for Government buildings in special circumstances as and when required
- Provision of advice through monthly meetings and daily contact with the Liberian National Police leadership and the Ministry of Justice on mobilizing donor funding, for renovations and re-equipping of 7 zone police facilities, 15 county police facilities and 3 new facilities
- Provision of advice through co-location activities to the Liberian National Police on human resource management, including the development of the system and procedures for fair and transparent recruitment and opportunities for career development
- Provision of advice through meetings, daily contacts and co-location activities to the Liberian National Police on requirement for a police standards and practices unit, including on internal and external redress of grievances and establishment of a civilian complaint mechanism
- Provision of advice through joint patrols, daily contact and co-location activities to the Liberian National Police on fixed, mobile and foot patrolling and patrol supervision, as well as criminal investigations
- Provision of advice through meetings, daily contacts and co-location activities to the Liberian National Police on gender mainstreaming to achieve a balance of male and female representation in all ranks of the police and equal opportunities
- Provision of advice through co-location activities and two meetings a month to the Liberian National Police on the development of all policies and procedures on policing and ethics, code of conduct and use of force in accordance with the basic principles of human rights
- Mentoring of Liberian National Police managers and supervisors through co-location activities on police operations assigned to key directorates at the headquarters, zone and county levels in 66 locations
- Provision of advice through meetings, daily contact and co-location activities to the Liberian National Police leaders at headquarters, police academy, stations and team sites on strategic planning; long-term development of facilities; and on the development and or implementation of in-service training curricula at the Liberian National Police Training Academy
- Provision of advice through meetings, training, daily contact and co-location activities to the Government of Liberia on reform and restructuring of all law enforcement agencies; as well as training of law enforcement personnel, including personnel of the Special Security Service, the Bureau of Immigration and Naturalization, the Drug Enforcement Agency, the Monrovia City Police, the Ministry of National Security, the National Bureau of Investigation, the National Ports Authority, the Security Unit of the Liberia Petroleum Refining Company, the Security Unit of the Liberia Telecommunication Corporation, the Security Unit of the Roberts International Airport, the National Security Agency, the Fire Services Division and the Forestry Development Authority

External factors

Regional States will continue to respect the territorial integrity of Liberia. Troop and police contributing countries will continue to provide the necessary military capabilities and United Nations police personnel. Donors will continue to provide resources for the restructuring of the Liberian military and the equipping of the Liberian National Police

Table 2
Human resources: component 1, security sector

Category	*Total*
I. Military observers	
Approved 2006/07	215
Proposed 2007/08	215
Net change	—
II. Military contingents	
Approved 2006/07	14 785
Proposed 2007/08	14 060
Net change	(725)
III. United Nations police	
Approved 2006/07	875
Proposed 2007/08	635
Net change	(240)
IV. Formed police units	
Approved 2006/07	240
Proposed 2007/08	605
Net change	365

	International staff										
V. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service*	*Security Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Force Commander											
Approved 2006/07	1	1	—	—	—	2	—	4	—	—	4
Proposed 2007/08	1	1	—	—	—	2	—	4	—	—	4
Net change	—	—	—	—	—	—	—	—	—	—	—
Office of the United Nations Police Commissioner											
Approved 2006/07	—	2	5	—	—	1	—	8	4	—	12
Proposed 2007/08	—	2	5	—	—	1	—	8	4	—	12
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff											
Approved 2006/07	1	3	5	—	—	3	—	12	4	—	16
Proposed 2007/08	1	3	5	—	—	3	—	12	4	—	16
Net change	—	—	—	—	—	—	—	—	—	—	—
Grand total (I-V)											
Approved 2006/07	1	3	5	—	—	3	—	12	4	1	16 131
Proposed 2007/08	1	3	5	—	—	3	—	12	4	1	15 531
Net change	—	—	—	—	—	—	—	—	—	—	(600)

[a] Includes National Officers and national General Service staff.

Component 2: peace consolidation

Expected accomplishments	*Indicators of achievement*
2.1 Consolidation of national authority throughout the country	2.1.1 Increase in the total number of civil servants returned to their duty stations in the counties (2005/06: 1,200; 2006/07: 1,400; 2007/08: 2,400)
	2.1.2 Payment by the Government of salaries and entitlements to all personnel on the Government payroll in the counties (2005/06: 4,000; 2006/07: 17,500; 2007/08: 30,000)
	2.1.3 Establishment by the Government of a constitution review commission
	2.1.4 Replacement of 50 per cent international experts, recruited under the Governance and Economic Management Assistance Programme, by local Liberian experts (2005/06: 0%; 2006/07: 0%; 2007/08: 50%)
	2.1.5 Adoption by the Government of a national strategy and implementation plan for the empowerment of women

Outputs

- Weekly meetings with the ministries of the Government of Liberia to advise on conditions for the return of Government officials to the counties, including the provision of transport and communications to facilitate their return
- Weekly meetings with the ministries of the Government of Liberia to advise on the identification of facilities to be rehabilitated/constructed in the counties, including advocacy for donor funds
- Provision of advice to the Government of Liberia on institutional reform through the co-location of 22 UNMIL personnel in the Ministries of Defence; Finance; Agriculture; Commerce and Industry; Posts and Telecommunications; Labour; Lands, Mines and Energy; National Security; Transport; Internal Affairs; Planning and Economic Affairs; Information; Public Works; Education; Health and Social Welfare; Youth and Sports; as well as agencies and public corporations (National Investment Corporation; Liberian Petroleum Refining Corporation; Bureau of Maritime Affairs; Monrovia Transit Authority; Forestry Development Authority; General Service Agency; Governance Reform Commission; Civil Service Agency; National Ports Authority; Bureau of Budget; Liberian Telecommunications Corporation; Liberian Electricity Corporation; and Bureau of Immigration and Naturalization)
- Convening and participation in monthly county support team meetings and preparation jointly with the county superintendents of county assessments, and monthly action reports on security, economic revitalization, infrastructure and basic services, as well as State authority and rule of law for the Liberia Reconstruction and Development Committee to highlight development needs to be prioritized by the Government and donors
- Provision of advice to the Government of Liberia through the joint Government/UNMIL task force on the establishment of the legal framework, management and mechanisms for the proper utilization of natural resources, such as timber, rubber and diamonds, including compliance with the Kimberly Process

- Organization of 6 workshops on Government administrative procedures and management for 200 junior, middle and senior level officials of 15 ministries, Government agencies and State-owned enterprises
- Organization of 15 consultative forums for local officials, non-governmental organizations (NGOs) and community representatives (30 participants per forum) on national reconciliation, peacebuilding and conflict resolution
- Facilitation of a dialogue, through monthly meetings with representatives of 30 registered political parties and 250 civil society groups, on the strengthening and rationalization (consolidation of the political party system from 30 to a smaller number) of the political party system in Liberia
- Facilitation of a dialogue, through monthly meetings with the representatives of the executive and legislative branches of Government; the Governance Reform Commission and civil society on review of the Constitution leading to the establishment of a constitution review commission
- Provision of advice to the Government of Liberia, through meetings (1 every 3 weeks) of the Economic Governance Steering Committee (Government of Liberia, UNMIL, United Nations Development Programme (UNDP), World Bank, African Union, ECOWAS, European Commission, IMF, United States of America, Ghana, Nigeria and civil society) on the implementation of the Governance and Economic Management Assistance Programme, including replacement of external experts and for the eventual management of finances by the Government
- Provision of advice to the Environmental Protection Agency and the Forestry Development Authority through one meeting every two weeks and participation in the meeting of the Forestry Reform Monitoring Committee once every two weeks to discuss and provide advice on the preservation and protection of the environment and natural resources as well as on the monitoring and inspection of illegal activities in protected areas
- Provision of advice to 12 committees, convened jointly with the Ministry of Gender and Development through participation in committees, as requested by the Ministry, to address the implementation of the Beijing Declaration and Platform for Action adopted at the Fourth World Conference on Women on 15 September 1995: Liberia was a party to the Declaration
- Facilitation in collaboration with the Ministry of Gender and Development and the Women's NGO Secretariat of 3 national forums for 100 participants, 4 consultations with the Ministry of Gender and Development and national partners and 2 workshops with 50 NGOs, to contribute to the development of a national strategy and implementation plan for the empowerment of women
- Planning and implementation of a nationwide public information education and sensitization campaign, in partnership with government organizations and local media outlets, on the Governance and Economic Management Assistance Programme involving 15 groups of traditional performers, distribution of 200,000 flyers, 5 weekly newspaper advertisements and a 30-minute weekly programme on UNMIL Radio as well as the production of public service announcements on the Programme for broadcast on community radio stations throughout the country
- Planning and implementation of a nationwide public information campaign on the constitution review process in partnership with the Government of Liberia and local organizations, including 2 radio programmes broadcast twice weekly and the distribution of 200,000 flyers and 100,000 posters
- 11 quick impact projects to enable the extension of State authority in the rural and vulnerable communities

Expected accomplishments	*Indicators of achievement*
2.2 Improved humanitarian conditions in Liberia	2.2.1 Increase in the total number of returning Liberian refugees (2005/06: 70,500; 2006/07: 144,000; 2007/08: 180,500)
	2.2.2 Increase in the total number of trained staff of the National Disaster Relief Commission and the Liberian Refugee Repatriation and Resettlement Commission of the Government of Liberia deployed to manage and respond to humanitarian emergencies (2005/06: 5; 2006/07: 10; 2007/08: 15)

Outputs

- Provision of advice to the Government of Liberia through monthly meetings of the Liberia Inter-Agency Standing Committee comprising the Ministries of Agriculture, Planning and Education, UNDP, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the Food and Agriculture Organization of the United Nations (FAO), the World Food Programme (WFP), the World Health Organization (WHO), UNMIL and NGO partners on coordination of issues related to health, water and sanitation, food security, protection, early recovery, emergency shelter and education
- Monthly monitoring and assessment visits to 10 communities in hard to reach or inaccessible areas and communities with little or no humanitarian coverage
- Organization of fortnightly meetings, chaired by the Humanitarian Coordinator, of the Humanitarian Action Committee attended by the heads of United Nations agencies and international NGOs, donors and local NGO representatives to identify and address gaps regarding the emergent needs of populations at risk
- Convening and chairing of quarterly meetings with UNHCR, UNICEF, WFP, UNDP, donors and NGOs in the region, on contingency/cross-border activities to ensure early warning emergency preparedness
- Preparation and updating every six months of national and county humanitarian contingency plans in collaboration with local authorities, United Nations agencies and NGOs
- Production and posting of weekly reports on the Relief Web internet site regarding the humanitarian situation throughout the country
- 17 quick impact projects to ensure the sustainability of the return of internally displaced persons and refugees

Expected accomplishments	*Indicators of achievement*
2.3 Progress in the rehabilitation and reintegration of war-affected populations in host communities	2.3.1 Increase in the number of ex-combatants participating in rehabilitation and reintegration programmes (2005/06: 57,080; 2006/07: 61,000; 2007/08: 101,874)
	2.3.2 Increase in the number of war-affected community members participating in labour-intensive employment creation projects (2005/06: 3,000; 2006/07: 11,000; 2007/08: 21,000)

Outputs

- Monitoring through monthly visits to project sites of training and formal education programmes for ex-combatants, in close cooperation with UNDP and the National Commission on Disarmament, Demobilization, Reintegration and Rehabilitation
- Provision of advice to the National Commission on Disarmament, Demobilization, Reintegration and Rehabilitation through monthly meetings of the Joint Implementation Unit regarding the reintegration and rehabilitation of ex-combatants and other war-affected populations
- Provision of advice to the Government through biweekly meetings with the Ministry of Public Works, and monthly meetings with the Steering Committee of the Liberia Emergency Employment Programme and the Ministry of Labour on the creation of emergency employment and on the implementation of a national strategy for the creation of sustainable, long-term employment opportunities for war-affected populations
- Monitoring through quarterly assessments and field visits, and meetings and information exchange with local authorities, of remaining ex-combatant groups posing a threat to the consolidation of the peace process, and conveying information to Government authorities
- Monthly information exchange and one coordination meeting with the National Commission on Disarmament, Demobilization, Reintegration and Rehabilitation, UNDP and other peacekeeping missions in the region on the cross-border dimensions of ex-combatant reintegration

External factors

Donors will continue to provide resources to support initiatives for the consolidation of national authority, humanitarian and recovery, rehabilitation and reintegration projects

Table 3
Human resources: component 2, peace consolidation

Civilian staff	International staff								National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	General Service	Security Service	Subtotal			
Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator											
Approved 2006/07	1	—	3	2	—	3	—	9	4	3	16
Proposed 2007/08	1	—	3	3	—	3	—	10	4	3	17
Net change	—	—	—	1	—	—	—	1	—	—	1
Approved 2006/07 temporary positions[b]	—	—	—	2	—	—	—	2	—	—	2
Proposed 2007/08 temporary positions[b]	—	—	—	—	—	—	—	—	1	—	1
Net change	—	—	—	(2)	—	—	—	(2)	1	—	(1)
Subtotal, Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator											
Approved 2006/07	1	—	3	4	—	3	—	—	4	3	18
Proposed 2007/08	1	—	3	3	—	3	—	—	5	3	18
Net change	—	—	—	(1)	—	—	—		1	—	—
Political Planning and Policy Unit											
Approved 2006/07	—	1	6	2	1	2	—	12	1	4	17
Proposed 2007/08	—	1	10	2	1	2	—	16	1	4	21
Net change	—	—	4	—	—	—	—	4	—	—	4
Communications and Public Information Office											
Approved 2006/07	—	1	3	10	3	1	—	18	38	8	64
Proposed 2007/08	—	1	3	9	3	1	—	17	38	8	63
Net change	—	—	—	(1)	—	—	—	(1)	—	—	(1)
Recovery, Rehabilitation and Reintegration Section											
Approved 2006/07	—	1	10	3	—	4	—	18	8	8	34
Proposed 2007/08	—	1	8	2	—	2	—	13	9	4	26
Net change	—	—	(2)	(1)	—	(2)	—	(5)	1	(4)	(8)
Approved 2006/07 temporary positions[b]	—	—	—	2	—	—	—	2	—	—	2
Proposed 2007/08 temporary positions[b]	—	—	—	—	—	—	—	—	4	—	4
Net change	—	—	—	(2)	—	—	—	(2)	4	—	2

Civilian staff	International staff								National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	General Service	Security Service	Subtotal			
Subtotal Recovery, Rehabilitation and Reintegration Section											
Approved 2006/07	—	1	10	5	—	4	—	**20**	8	8	**36**
Proposed 2007/08	—	1	8	2	—	2	—	**13**	13	4	**30**
Net change	—	—	(2)	(3)	—	(2)	—	**(7)**	5	(4)	**(6)**
Humanitarian Coordinator's Support Office											
Approved 2006/07	—	—	4	5	—	1	—	**10**	7	6	**23**
Proposed 2007/08	—	—	3	2	—	1	—	**6**	7	2	**15**
Net change	—	—	(1)	(3)	—	—	—	**(4)**	—	(4)	**(8)**
Approved 2006/07 temporary positions[b]	—	—	—	—	—	—	—	**—**	5	—	**5**
Proposed 2007/08 temporary positions[b]	—	—	—	—	—	—	—	**—**	1	—	**1**
Net change	—	—	—	—	—	—	—	**—**	(4)	—	**(4)**
Subtotal, Humanitarian Coordinator's Support Office											
Approved 2006/07	—	—	4	5	—	1	—	**10**	12	6	**28**
Proposed 2007/08	—	—	3	2	—	1	—	**6**	8	2	**16**
Net change	—	—	(1)	(3)	—	—	—	**(4)**	(4)	(4)	**(12)**
Civil Affairs Section											
Approved 2006/07	—	1	26	17	4	3	—	**51**	23	31	**105**
Proposed 2007/08	—	1	21	16	4	2	—	**44**	23	25	**92**
Net change	—	—	(5)	(1)	—	(1)	—	**(7)**	—	(6)	**(13)**
Quick Impact Projects Unit											
Approved 2006/07	—	—	1	—	—	1	—	**2**	1	—	**3**
Proposed 2007/08	—	—	—	—	—	—	—	**—**	—	—	**—**
Net change	—	—	(1)	—	—	(1)	—	**(2)**	(1)	—	**(3)**
Total civilian staff											
Approved 2006/07	1	4	53	39	8	15	—	**120**	82	60	**262**
Proposed 2007/08	1	4	48	34	8	11	—	**106**	82	46	**234**
Net change	—	—	(5)	(5)	—	(4)	—	**(14)**	—	(14)	**(28)**
Approved 2006/07 temporary positions[b]	—	—	—	4	—	—	—	**4**	5	—	**9**
Proposed 2007/08 temporary positions[b]	—	—	—	—	—	—	—	**—**	6	—	**6**
Net change	—	—	—	(4)	—	—	—	**(4)**	1	—	**(3)**

Civilian staff	International staff								National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	General Service	Security Service	Subtotal			
Total											
Approved 2006/07	1	4	53	43	8	15	—	124	87	60	271
Proposed 2007/08	1	4	48	34	8	11	—	106	88	46	240
Net change	—	—	(5)	(9)	—	(4)	—	(18)	1	(14)	(31)

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance.

Justification

- *International staff: net decrease of 14 posts (1 P-5, 4 P-4, 3 P-3, 2 P-2 and 4 General Service (Other level)) and 4 general temporary assistance positions (4 P-3)*
- *National staff: net increase of 1 general temporary assistance position (National Officer)*
- *United Nations Volunteers: decrease of 14 positions*

Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator

International staff: decrease of 2 general temporary assistance positions (2 P-3) offset by redeployment of 1 post (1 P-3)

National staff: increase of 1 general temporary assistance position (1 National Officer)

20. In order to better support the Government to build the capacity of State institutions, to consolidate and strengthen State authority throughout the country and to complete the return and resettlement of refugees and internally displaced persons, as well as to assist the Government in completing the rehabilitation and reintegration of ex-combatants and other war-affected populations, an adjustment to the staffing establishment of the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator is proposed. The adjustment includes the abolition of one Programme Officer (P-3) position and the conversion of another Programme Officer (P-3) position to that at the National Officer level. At the same time it is proposed to redeploy a P-3 post from the Humanitarian Coordinator's Support Office (formerly the Humanitarian Coordination Section) to assist the Deputy Special Representative of the Secretary-General to accommodate the functions of an Evaluation and Strategic Coordination Officer.

21. The Evaluation and Strategic Coordination Officer (P-3) would be responsible for undertaking assessments and evaluations of the recovery and governance programmes, activities and the collaborative projects with the United Nations country team, and for making recommendations to resolve any issues that may arise. In addition, the incumbent would also conduct research on peacebuilding, governance, recovery, rehabilitation, reconciliation and development, identify best practices and lessons learned and make recommendations for their adoption in the Mission, the United Nations agencies and national assistance plans. Furthermore,

the incumbent would keep abreast of developments and policy changes; monitor open sources and various field reports analyse and flag substantive issues warranting the attention of the Deputy Special Representative of the Secretary-General (Recovery and Governance). The Evaluation and Strategic Coordination Officer would also serve as focal point for the Information Systems Working Group to coordinate the development of a universal database for recovery, humanitarian and governance data within Liberia and build consensus with external partners on the use of this database as a platform for monitoring and evaluation.

22. The National Officer would be responsible for the coordination and implementation within the Mission of the environmental policy guidelines issued by the Department of Peacekeeping Operations, maintaining liaison with the Government of Liberia on the organization of the Task Force on Environment and follow-up on environmental site assessments, including environmental implications. The incumbent would also assist in the conduct of an environmental baseline survey at the county level, organize environmental awareness raising activities for Mission personnel and assist the Forestry Development Authority and the Environmental Protection Agency in capacity-building in environmental impact assessments.

Political Planning and Policy Unit

International staff: increase of 4 posts (4 P-4)

23. To strengthen the coordination of political planning and policy-related activities in the Mission and in particular in the field, four Political Affairs Officers posts (P-4) and related functions are proposed and would be accommodated through redeployment from the Civil Affairs Section.

24. The Political Affairs Officers would be responsible for the monitoring and integration of social, political and economic developments in the counties into the Mission's analysis, operational programming and implementation, including the impact of the initiatives of the democratically elected Government to decentralize and enhance grass-root participation in consolidating the emerging democratic order. The Political Affairs Officers would facilitate political reconciliation by aiding efforts to correct structural weaknesses and to support attitudinal changes at the national level. The incumbents would also facilitate the consultative processes at the county level to ensure the integration of grass-roots perspectives into topical national discourses such as the envisaged debate on constitutional review, law reforms and decentralization. In addition, they would oversee the rationalization of administrative structures in the counties, and the strengthening of the participation of women in the national process as well as in the work of the Truth and Reconciliation Commission. In addition, the incumbents would monitor political developments along the borders, which influence subregional instability and serve as early warning mechanisms to strengthen inter-mission collaboration.

Communications and Public Information Office

International staff: decrease of 1 post (1 P-2)

25. In view of the positive developments in the local media scenery concerning the accuracy and objectivity of reporting, the overall high quality of the work of local journalists and the successful on-the-job training of existing national staff to take on

functions performed by international staff, it is proposed to abolish one Press Officer post (P-2).

Recovery, Rehabilitation and Reintegration Section

International staff: decrease of 5 posts (1 P-5, 1 P-4, 1 P-2 and 2 General Service (Other level)) and 2 general temporary assistance positions (2 P-3)

National staff: increase of 1 post (national General Service) and 4 general temporary positions (National Officers)

United Nations Volunteers: decrease of 4 positions

26. As a result of the review of the structure of the Section and its activities and taking into account that the Mission is in a consolidation phase, it was deemed that the functions performed by the Monitoring and Evaluation Unit of the Section could serve all recovery and governance programmes within the staffing establishment of the Office of the Deputy Special Representative of the Secretary-General. In addition the functions of the War-Affected Populations Unit of the Section have been realigned and refocused with emphasis on "recovery and employment" constituting the two fundamental services of the Section and a major line of support for achieving assistance in areas of return as well as advocacy and coordination of inputs of agencies such as the International Labour Organization (ILO), the World Bank, UNDP and other agencies. This is also a priority of the new Government. Furthermore, the review highlighted the need to strengthen the field units of the Section in the area of relief, rehabilitation and recovery of war-affected populations located in the south-east of the country as well as to reinforce the area of recovery and employment at Mission headquarters.

27. As a consequence of the review, it is proposed that the staffing establishment of the Monitoring and Evaluation and the War-Affected Populations Unit of the Section be reduced by four international posts (1 P-5, 1 P-4, 1 P-2 and 1 General Service (Other level)), two general temporary assistance international positions (P-3) and three United Nations Volunteer positions. The staffing establishment would further be adjusted by the conversion of one international post (General Service (Other level)) to that of a national General Service post, the redeployment of one United Nations Volunteer position to the HIV Adviser's office and the establishment of four National Officer positions funded under general temporary assistance. The four National Officer positions would be accommodated through redeployment of four positions from the Humanitarian Coordinator's Support Office. This would result in a net decrease of six posts and positions in the Section.

28. Three of the four National Officer positions would be deployed to support the field units/offices. The incumbents would be responsible for ensuring the smooth phase-out of the reintegration and rehabilitation programme for ex-combatants and follow-up, assisting in creating emergency employment through labour-intensive initiatives under the Government's Liberia Emergency Employment Programme and monitoring the return and reintegration of refugees, delivery of basic services and other humanitarian issues.

29. The fourth National Officer position would be deployed in the area of recovery and employment at Mission headquarters. The incumbent would be responsible for maintaining a database of projects and jobs created; developing new initiatives for the creation of employment opportunities, including in the agricultural sector, in

close collaboration with the Government and other partners; overseeing the winding down of current initiatives, including the joint UNMIL/UNDP/World Bank projects implemented in the 2006/07 period; and providing administrative support to the field units on the management of employment.

Humanitarian Coordinator's Support Office (former Humanitarian Coordination Section)

International staff: decrease of 4 posts (1 P-4 and 3 P-3)

National staff: decrease of 4 general temporary assistance funded positions (National Officer)

United Nations Volunteers: decrease of 4 positions

30. In view of the substantial progress made in respect of the voluntary repatriation of Liberian refugees in the region and the return of the majority of the internally displaced persons, a review of the functions of the Humanitarian Coordination Section was conducted. Based on the review it was decided to retain those posts performing core functions in the newly constituted Humanitarian Coordinator's Support Office to assist the Humanitarian Coordinator in carrying out his/her functions.

31. Accordingly, it is proposed to reduce the staffing establishment of the Section by four International Humanitarian Area Coordinators posts (1 P-4 and 3 P-3), four general temporary assistance positions (National Officer) and four United Nations Volunteer positions as follows: abolition of three international posts (1 P-4 and 2 P-3) and four United Nations Volunteer positions; redeployment to the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator of one international post (P-3); and the redeployment of four National Officer positions to the Recovery, Rehabilitation and Reintegration Section. This would entail a net reduction of 12 posts and positions in the staffing establishment of the Section.

Civil Affairs Section

International staff: decrease of 7 posts (5 P-4, 1 P-3 and 1 General Service (Other level))

United Nations Volunteers: decrease of 6 positions

32. With the strengthening and consolidation of all political planning and policy-related coordination activities in the Mission's Political Planning and Policy Unit, the increased involvement of UNDP in Government and institutional reform and the continued deployment of Government officials across Liberia, it is proposed to adjust the staffing establishment of the Civil Affairs Section as follows: abolition of three international posts (1 P-4, 1 P-3 and 1 General Service (Other level)) and six United Nations Volunteers and the redeployment to the Political Planning and Policy Unit of four international posts (4 P-4). This entails a reduction of 13 posts and positions in the staffing establishment of the Civil Affairs Section.

Quick Impact Projects Unit

International staff: decrease of 2 posts (1 P-4 and 1 General Service (Other level))

National staff: decrease of 1 post (National Officer)

33. Pursuant to the recommendation of the Advisory Committee on Administrative and Budgetary Questions in its report (A/60/852) to keep the overhead costs of administering quick-impact projects to a minimum, it is proposed to disband the Quick Impact Projects Unit. With the request for continued funding in 2007/08 and the consolidation phase of the Mission, it is proposed to draw on the capacities of the staffing of the substantive and support offices to continue the quick-impact project activities and their administration. Accordingly, it is proposed to abolish three posts (1 P-4, 1 General Service (Other level) and 1 National Officer).

Component 3: rule of law

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards the protection of human rights, fundamental freedoms and national reconciliation in Liberia	3.1.1 Issuance by the Truth and Reconciliation Commission of a final public report and its submission to the Government
	3.1.2 The Independent National Commission on Human Rights functions effectively and participates in the annual meeting of the Human Rights Council in Geneva to report on the situation of human rights in Liberia and the forthcoming recommendations of the Council would be implemented by the Government
	3.1.3 The National Human Rights Action Plan is adopted by the Government and implementation is commenced
	3.1.4 Resumption by the Government of its obligatory treaty reporting to the Human Rights Committee, the Committee on Economic, Social and Cultural Rights, the Committee on the Elimination of Racial Discrimination, the Committee on the Elimination of Discrimination against Women, the Committee against Torture and the Committee on the Rights of the Child

Outputs

- **Provision of advice to the Truth and Reconciliation Commission on the preparation of its final report through weekly meetings and review of draft reports**
- **Provision of advice through monthly meetings to the Independent National Commission on Human Rights on the promotion and protection of human rights and in investigating human rights abuses and complaints**

- Development, organization and delivery of training (6 training workshops) for a total of 30 participants from the Women and Children's Protection Unit of the Liberian National Police on the role and responsibilities of law enforcement agencies in gender and child sensitive law enforcement
- Provision of advice through county office support to 24 human rights clubs in 15 counties to conduct community awareness activities and prepare background information on the clubs for publicity by UNMIL Radio and the print media and provide coordination support to clubs in organizing Human Rights Day celebrations
- Development, organization and delivery of training (4 training sessions) on human rights for 140 members of the Liberian judiciary, corrections service and police
- Development, organization and delivery of training for a human rights train-the-trainers programme for 50 representatives of civil society in order to establish a core group of civil society human rights trainers
- Development, organization and delivery of training for a human rights train-the-trainers programme for 50 law enforcement officials in order to establish a core group of human rights trainers within the Liberian National Police
- Development, organization and delivery of training (three-day advisory workshop) for 50 participants comprising commissioners of the Independent National Commission on Human Rights, its secretariat, representatives of line ministries and civil society to build capacity to enable fulfilment of treaty body reporting obligations
- Quarterly public reports on the human rights situation in Liberia and 3 thematic public reports on human rights issues
- Provision of advice through monthly meetings to the Human Rights Unit of the Ministry of Justice and the Independent National Commission on Human Rights on the implementation of the National Human Rights Action Plan
- Organization of 3 planning and consultative meetings with the Ministry of Gender and Development and other line ministries, 2 training workshops and 3 forums in the counties for the collection of information pursuant to Security Council resolution 1325 (2000) on women, peace and security, with a special focus on the implementation by the Government of Liberia of the provisions of the Convention on the Elimination of all Forms of Discrimination against Women
- Planning and implementation of a nationwide outreach campaign in collaboration with the Truth and Reconciliation Commission and national media outlets to publicize the proceedings of the Truth and Reconciliation Commission, through the hiring of 15 groups of traditional performers; 3 hours of airtime per week on community radio stations; 50,000 posters; 200,000 flyers; and fortnightly live UNMIL Radio coverage

Expected accomplishments	*Indicators of achievement*
3.2 Strengthening of the legal, judicial and correctional systems in Liberia	3.2.1 Establishment by the Parliament of the Law Reform Commission
	3.2.2 Adoption by the Parliament of anti-corruption laws

3.2.3 Amendment by the Parliament of the Hinterland Regulations governing the tribal and traditional court system to conform to international, legal and human rights standards

3.2.4 Establishment by the Government and other national organizations, agencies or institutions of alternative dispute resolution programmes in all counties (2005/06: 0, 2006/07: 0, 2007/08: 15)

3.2.5 Approval by the Ministry of Justice of a penal reform plan

Outputs

- Training of 50 Liberian judges (circuit and specialized court judges), 145 stipendiary magistrates, 200 associate magistrates, 400 justices of the peace, 100 prosecutors, 18 public defence counsel, 200 court clerks (clerks of circuit, specialized and magisterial courts) and 250 sheriffs and bailiffs to build capacity in the administration of justice
- Conduct of 6 national training workshops in collaboration with national partners such as the judiciary, the Ministry of Justice and the Liberian Bar Association for 50 qualified judicial officials, Ministry of Justice officials and members of the Liberian Bar Association to establish a cadre of national legal trainers
- Provision of advice through meetings at least on a monthly basis and the provision of reports and written recommendations to the Liberian justice sector institutions (including the Supreme Court), circuit courts, specialized courts (including juvenile courts), magisterial courts, the justice of the peace courts and the Ministry of Justice (the Minister of Justice, the Solicitor-General and the Prosecutorial Division) on the development and implementation of justice sector reform initiatives, the prosecution of cases, the substantive and procedural law, due process of law and adherence to international fair trial standards
- Provision of advice through meetings at least on a monthly basis as well as through written recommendations to the Government of Liberia on the process of the establishment of a law reform commission
- Organization of 10 consultative forums/workshops for 300 participants (including members of the Liberian National Bar Association and the Ministry of Justice and senior representatives from the Legislature and the Judiciary) to review select laws including in the areas of administration of justice and the security and stability of Liberia
- Provision of advice through meetings at least on a monthly basis and through written recommendations to the Government of Liberia on the strengthening of the public defence system, including legal aid programmes
- Provision of advice through meetings at least on a monthly basis and through written recommendations to the Government of Liberia on the enactment of anti-corruption laws
- Preparation of weekly evaluation and analysis reports on the functioning of all courts in Liberia, for dissemination to national partners including the judiciary and the Ministry of Justice, as well as donors
- Training of 30 members of national non-profit and human rights organizations as well as selected representatives from the Judiciary and the Ministry of Justice to monitor the operation of the judicial system and adherence to international standards

- Provision of advice through meetings at least on a monthly basis and through written recommendations to the Government of Liberia on the review and redrafting of the Hinterland Regulations governing the tribal and traditional court system
- Training of 200 Liberian chiefs and elders working within the traditional court system on legal practices and procedures to be followed, through 5 consultative forums and workshops
- Provision of advice through meetings at least on a monthly basis and through written recommendations to the Louis Arthur Grimes School of Law at the University of Liberia on course curricula, in accordance with international standards and development of student work placement programmes
- Facilitation, through meetings at least on a monthly basis with Government officials and members of other national agencies and institutions in collaboration with the Government of Liberia and other national agencies, of the introduction of alternative dispute resolution programmes throughout the country
- Provision of advice through meetings at least on a monthly basis and through written recommendations to the Liberian National Bar Association and the Association of Female Lawyers of Liberia on the development, management and administration of the respective associations
- 80 visits to 9 prisons to monitor refurbishment projects; separation of inmates based on gender and adult/juvenile classification; staff performance; workbooks; and logbooks and food supply; and ensuring that prisoners are legally incarcerated
- Co-location of 12 mentors at 9 prisons to assist the Government to develop the operation of facilities, to mentor managers and to provide an 8-month on-the-job training to 25 trainee officers who have completed a 3 month intensive corrections induction programme
- Weekly meetings with Government, NGOs, donors, international and national human rights specialists on correctional system reform
- Organization and implementation of a corrections induction training programme for 90 new recruits of the Bureau of Rehabilitation and Corrections, including fire safety, first aid, HIV/AIDS and gender training
- Organization of train-the-trainers programme for 12 national corrections officers on training skills and corrections subjects
- Organization and conduct of a corrections management training course for 12 Liberian Corrections Managers/Supervisors
- 23 quick impact projects to strengthen the rule of law

External factors

Donors will continue to provide resources for supporting initiatives in strengthening the rule of law sector.

Table 4
Human resources: component 3, rule of law

Civilian staff	International staff								National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	General Service	Security Service	Subtotal			
Office of the Deputy Special Representative to the Secretary-General (Operations and Rule of Law)											
Approved 2006/07	1	—	1	1	—	2	—	5	—	1	6
Proposed 2007/08	1	—	1	1	—	2	—	5	—	1	6
Net change	—	—	—	—	—	—	—	—	—	—	—
Corrections and Prison Advisory Service											
Approved 2006/07	—	—	4	—	2	1	—	7	—	4	11
Proposed 2007/08	—	—	4	—	2	—	—	6	1	4	11
Net change	—	—	—	—	—	(1)	—	(1)	1	—	—
Legal and Judicial System Support Division											
Approved 2006/07	—	1	7	6	—	2	—	16	22	6	44
Proposed 2007/08	—	1	7	5	—	2	—	15	23	6	44
Net change	—	—	—	(1)	—	—	—	(1)	1	—	—
Human Rights and Protection Section											
Approved 2006/07	—	1	8	15	—	3	—	27	14	6	47
Proposed 2007/08	—	1	8	15	—	3	—	27	14	6	47
Net change	—	—	—	—	—	—	—	—	—	—	—
Legal Affairs Section											
Approved 2006/07	—	—	2	—	—	1	—	3	1	—	4
Proposed 2007/08	—	—	2	1	—	1	—	4	1	—	5
Net change	—	—	—	1	—	—	—	1	—	—	1
Gender Advisor Unit											
Approved 2006/07	—	—	1	1	—	—	—	2	5	2	9
Proposed 2007/08	—	—	1	1	—	—	—	2	5	2	9
Net change	—	—	—	—	—	—	—	—	—	—	—
Total											
Approved 2006/07	1	2	23	23	2	9	—	60	42	19	121
Proposed 2007/08	1	2	23	23	2	8	—	59	44	19	122
Net change	—	—	—	—	—	(1)	—	(1)	2	—	1

[a] Includes National Officers and national General Service staff.

Justification

International staff: net decrease of 1 post (1 General Service (Other level))

National staff: net increase of 2 posts (1 National Officer and 1 national General Service)

Corrections and Prison Advisory Service

International staff: decrease of 1 post (General Service (Other level))

National staff: increase of 1 post (national General Service)

34. As an initial step to ensure continuity of national competency based training programmes in the areas of prison and prisoner management and with a view to contributing to national capacity-building for the sustainability of the training section within the Ministry of Justice, it is proposed to convert one international Administrative Assistant post (General Service (Other level)) to the national General Service level in the Training and Development Unit of the Service. The incumbent would assist on matters pertaining to national prison personnel and the development of the personnel section of the Ministry of Justice.

Legal and Judicial System Support Division

International staff: decrease of 1 post (1 P-3)

National staff: increase of 1 post (National Officer)

35. It is anticipated that the systems and structures for the Solicitor General's office will have been created and become operational. With a view to contributing to national capacity-building for the sustainability of prosecution services in the Ministry of Justice, thereby obviating the necessity for an internationally recruited Prosecutorial Advisor, it is proposed to adjust the staffing establishment of the Division by converting one international post (P-3) to that at the National Officer level, thus bringing to two the number of national personnel assigned to the Ministry of Justice.

36. The National Officer, under the direct supervision and mentoring of the Deputy Director of the Division, would be assigned to work closely with the prosecution services of the Ministry of Justice. The incumbent would be responsible for providing assistance with the development and implementation of the work plan and projects of the advisory programme, advice on laws and legal framework and on institutional and capacity factors in respect of national counterparts that will affect the programme's ability to implement its work plan. The National Officer would also assist with legal research and analysis, preparation of reports and other tasks as required.

Legal Affairs Section

International staff: increase of 1 post (1 P-3)

37. The Legal Affairs Section experienced an increased workload of some 600 cases during the 15-month period from 1 September 2005 to 31 December 2006. The increased workload stemmed from the need to review and provide advice on a larger number of agreements including memorandums of understanding with Government authorities, contractual agreements and leases, an increased number of

litigations and third party claims against the Mission as well as administrative and operational matters, including security. This is in addition to the Section's responsibility to monitor compliance with and provide appropriate guidance to newly elected Government officials and newly functioning ministries on issues related to the UNMIL status-of-forces agreement and United Nations privileges and immunities. In order to cope with the increased workload, it is proposed to strengthen the staffing of the Section by the establishment of a Legal Affairs Officer post (P-3).

38. The Legal Affairs Officer would reinforce the Section and under the direct supervision of the Senior Legal Officer would address the increasing volume of legal matters handled by the Section and maintain capacity to address matters that require immediate professional assistance.

Component 4: support

Expected accomplishments	*Indicators of achievement*
4.1 Effective and efficient logistical, administrative and security support to the Mission	4.1.1 Reduction in the number of major car accidents (accidents with a repair cost of over $500) (2005/06: 251; 2006/07: 78; 2007/08: 76)
	4.1.2 Reduction in flying hours by 10.4 per cent through the establishment of four bases of operation compared with two in the 2006/07 period and by revising flight schedules and combining flights to the maximum possible (2005/06: 15,413 hours; 2006/07: 17,375 hours; 2007/08: 15,568 hours)
	4.1.3 Reduction of within-mission travel costs by an estimated 5.4 per cent through Mission-wide implementation of an electronic movement of personnel system, whereby all movements of personnel within the Mission area will be controlled, centrally screened and approved (2005/06: $785,500; 2006/07: $780,000; 2007/08: $737,500)

Outputs

Service improvements

- Enforcement of a strict driver programme through training in defensive and off-road driving before military or civilian personnel are issued drivers licences
- Training of 75 military and 50 civilian personnel in driving heavy trucks and armoured vehicles and training in the operation of material-handling equipment (forklifts, cranes), as well as fire and fuel trucks

Military, United Nations police and civilian personnel

- Emplacement, rotation and repatriation of 14,060 military contingent personnel, 215 military observers, 635 United Nations police officers and 605 formed police personnel
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military and police personnel
- Storage and supply of rations and potable water for an average of 14,060 military contingent personnel and 605 formed police officers
- Administration of 1,819 civilian staff, comprising 570 international staff, 50 National Officers, 940 national General Service staff and 259 United Nations Volunteers
- Implementation of a conduct and discipline programme for all military, United Nations police and civilian personnel, including training, prevention, monitoring and recommendation for disciplinary action

Facilities and infrastructure

- Maintenance and repair of 50 military/formed police unit sites, United Nations police premises, and civilian staff premises in 4 sectors, including 15 counties
- Sanitation services for all premises, including sewage and garbage collection and disposal
- Accommodation and related services (catering, laundry and haircutting) for 145 staff officers
- Operation and maintenance of 50 United Nations-owned water purification plants in 4 sectors including 15 counties
- Operation and maintenance under wet lease arrangements of 52 contingent-owned water purification, treatment and filter plants
- Operation and maintenance of 966 United Nations-owned generators in 4 sectors, including 15 counties
- Maintenance of airfields and their aviation/navigation infrastructure in 7 locations

Ground transportation

- Operation and maintenance of 1,460 United Nations-owned vehicles, including 16 armoured vehicles, throughout the Mission area
- Operation of a daily shuttle service 7 days a week for up to 1,964 United Nations personnel (570 international, 990 national, 259 United Nations Volunteers and 145 staff officers) per day from their accommodation to mission facilities/premises

Air transportation

- Operation and maintenance of 3 fixed-wing and 22 rotary-wing aircraft, including 14 military aircraft

Naval transportation

- Operation and maintenance of 1 coastal tank freighter

Communications

- Operation and maintenance of a satellite network supported by 1 earth station hub to provide voice, fax, video and data communications
- Operation and maintenance of 27 very small aperture terminal (VSAT) systems, 33 telephone exchanges, 30 digital microwave links and 56 UHF and VHF repeaters and transmitters

Information technology

- Support and maintenance of 141 servers, 2,275 desktop computers, 677 laptop computers, 1,219 printers and 105 digital senders in 40 locations
- Support and maintenance of the wireless area network

Medical

- Operation and maintenance of 7 level-I clinics, 5 level-II clinics, 1 level-III clinic and 1 forward medical clinic throughout the Mission for all Mission personnel, staff of other United Nations agencies and the local civilian population in emergency cases
- Maintenance of Mission-wide land and air evacuation arrangements for all United Nations locations
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Mission personnel
- HIV sensitization programme, including peer education, for all Mission personnel

Security

- Provision of security services 24 hours a day 7 days a week for all Mission area
- 24 hours close protection to senior Mission staff and visiting high-level officials
- Induction security training and primary fire training/drills for all new Mission staff

External factors

Status-of-forces agreement will be complied with. Vendors/contractors/suppliers will be able to deliver goods and services as contracted.

Table 5
Human resources: component 4, support

Civilian staff	*International staff*								*National staff*[a]	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	*Subtotal*			
Conduct and Discipline Team											
Approved temporary positions[b] 2006/07	—	1	2	1	1	—	—	5	2	—	7
Proposed temporary positions[b] 2007/08	—	1	2	1	1	—	—	5	2	—	7
Net change	—	—	—	—	—	—	—	—	—	—	—
HIV Adviser Unit											
Approved 2006/07	—	—	1	—	—	—	—	1	2	1	4
Proposed 2007/08	—	—	1	—	—	—	—	1	3	2	6
Net change	—	—	—	—	—	—	—	—	1	1	2
Division of Administration											
Office of the Director of Administration											
Approved 2006/07	—	1	4	3	3	2	—	13	2	3	18
Proposed 2007/08	—	1	4	3	3	2	—	13	2	3	18
Net change	—	—	—	—	—	—	—	—	—	—	—
Administrative Services											
Approved 2006/07	—	1	18	16	38	12	—	85	124	60	269
Proposed 2007/08	—	1	18	16	38	12	—	85	126	58	269
Net change	—	—	—	—	—	—	—	—	2	(2)	—
Integrated Support Services											
Approved 2006/07	—	1	21	43	126	14	—	205	555	135	895
Proposed 2007/08	—	1	21	40	122	13	—	197	582	131	910
Net change	—	—	—	(3)	(4)	(1)	—	(8)	27	(4)	15
Subtotal, Division of Administration											
Approved 2006/07	—	3	43	62	167	28	—	303	681	198	1182
Proposed 2007/08	—	3	43	59	163	27	—	295	710	192	1197
Net change	—	—	—	(3)	(4)	(1)	—	(8)	29	(6)	15
Security Section											
Approved 2006/07	—	—	1	13	49	19	—	82	139	—	221
Proposed 2007/08	—	—	1	12	49	19	—	81	139	—	220
Net change	—	—	—	(1)	—	—	—	(1)	—	—	(1)
Total, civilian staff											
Approved 2006/07	—	4	47	76	217	47	—	391	824	199	1 414
Proposed 2007/08	—	4	47	72	213	46	—	382	854	194	1 430
Net change	—	—	—	(4)	(4)	(1)	—	(9)	30	(5)	16

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance.

Justification

International staff: net decrease of 9 posts (abolition of 1 P-5, 4 P-3, 4 Field Service and 1 General Service (Other level) posts offset by the establishment of 1 post (P-4))

National staff: increase of 30 posts (1 National Officer and 29 national General Service)

United Nations Volunteers: decrease of 5 positions

Administrative Services

National posts: net increase of 2 posts (national General Service)

United Nations Volunteers: decrease of 2 positions

39. The proposed changes to the staffing establishment of Administrative Services are in the Finance, Procurement and General Services Sections as well as the United Nations Volunteers Support Unit, as explained below.

Finance Section

International staff: increase of 2 posts (Field Service)

National staff: increase of 3 posts (national General Service staff)

40. With a view to increasing the efficiency and ensuring adequate segregation of functions related to invoice processing and payment functions, the related functions have been transferred from the Procurement Section to the Finance Section. The Finance Section has, since April 2006, assumed processing functions comprising the receipt and review of invoices against purchase orders and travel authorizations, the initiation of requests for receipt and inspection and service certification reports to receipt and inspection and the self-accounting units, respectively, as well as the dispatch of bills of lading/airway bills and related packing lists to the Movement Control Section for clearance and forwarding of items/goods at the airports and seaports.

41. With the consequential increase in responsibilities, it is proposed to augment the staffing establishment of the Section through the redeployment of five posts (2 Field Service and 3 national General Service) from the Procurement Section.

Procurement Section

International staff: decrease of 2 posts (Field Service)

National staff: decrease of 3 posts (national General Service staff)

42. To increase the efficiency and ensure adequate segregation of functions related to invoice processing and payment functions, the related functions have been transferred from the Procurement Section to the Finance Section. Accordingly, it is proposed to transfer five posts (2 Field Service and 3 national General Service) to the Finance Section.

General Services Section

United Nations Volunteers: decrease of 2 positions

43. In view of the commencement of the consolidation phase of the Mission, it is foreseen that there will be a reduced workload, primarily in the area of receipt and inspection of food at the bulk delivery points in the sectors owing to the implementation of a computerized food management system that would improve the monitoring of payment of rations invoices. Accordingly, it is proposed to abolish two United Nations Volunteer positions from the staffing establishment of the Section.

United Nations Volunteers Support Unit

National staff: increase of 2 posts (national General Service)

44. As part of the arrangement with the United Nations Volunteers assistance to the Mission during the 2005/06 period, the Department of Peacekeeping Operations had agreed to provide two posts (national General Service) from within the staffing establishment of the Mission in addition to the four United Nations Volunteer positions in the United Nations Volunteers Support Unit. With a view to increasing transparency and formalizing the arrangement with the United Nations Volunteers as well as to augment support of the management of all United Nations Volunteers in the Mission during the consolidation phase of the Mission's activities, it is proposed to strengthen the current staffing of four United Nations Volunteer positions by the establishment of two posts (national General Service).

Integrated Support Services

International staff: decrease of 8 posts (3 P-3, 4 Field Service and 1 General Service (Other Level))

National staff: increase of 27 posts (national General Service)
United Nations Volunteers: decrease of 4 positions

45. The proposed changes in the staffing establishment of the Integrated Support Services are in the Joint Logistics Operation Centre and the Movement Control, Engineering, Communications and Information Technology and Transport Sections as explained below.

Joint Logistics Operations Centre

International staff: decrease of 3 posts (1 P-3, 1 Field Service and 1 General Service (Other level))

National staff: increase of 2 posts (national General Service)

46. The Joint Logistics Operations Centre in Monrovia comprises a planning cell and five cells for each of the United Nations-supplied logistics services, i.e., fuel, food, water and transport operations. The ability of the local market to further develop the transport sector has improved. This coupled with the necessity of the Mission's contingent and formed police personnel to maintain a presence in all 15 counties throughout the consolidation period, the need to improve the capacity and effectiveness of national operational elements of moving products and services using local transport services have resulted in an adjustment in the staffing

establishment of the Centre. Accordingly and in the area of transport, it is proposed to abolish one international post (P-3) and convert two international posts (1 Field Service and 1 General Service (Other level)) to the national General Service level.

Movement Control Section

International staff: decrease of 1 post (P-3)

47. In view of the improvement in the ability of the local market to further develop the transport sector and the focus on outsourcing in the area of transport, it is proposed to abolish one international post (P-3).

Engineering Section

International staff: decrease of 1 post (P-3)

United Nations Volunteers: decrease of 4 positions

48. In view of the anticipated significant reduction in the level of construction work and the shift in emphasis to facility maintenance, it is proposed to abolish one international post (P-3) and four United Nations Volunteer positions.

Communications and Information Technology Section

International staff: decrease of 3 posts (Field Service)

49. With the development of the Mission's telecommunications network and the microwave link in the country, electronic monitoring has improved to facilitate the ability for remote repairs and maintenance as well as providing a more redundant network configuration with improved reliability. As a consequence, it is proposed to abolish three international posts (Field Service).

Transport Section

National staff: increase of 25 posts (national General Service)

50. The Mission Electronic Fuel Accounting System will be implemented in the Mission. The implementation of the System will facilitate the improved monitoring of fuel consumption and the analysis of fuel consumption and establish usage patterns, identify irregularities in fuel consumption and assist in the initiation of the investigation of presumptive fuel misappropriation, fuel fraud and theft. In addition the implementation of the system is expected to contribute to efficiencies in control leading to a reduction in the required quantity of fuel. The Mission is currently deploying containerized refuelling stations to dispense ground fuels at identified locations in the sectors. The installation of the equipment is in line with the Headquarters' recommendation to implement the Mission Electronic Fuel Accounting System in the Mission, requiring appropriate equipment with accurate metering devices. The implementation also involves complete control of fuel distribution by the Fuel Unit of the Section. In order to facilitate the implementation, operation and maintenance of the system and the equipment, it is proposed to establish 25 national posts (national General Service), comprising 2 fuel technicians, 4 aviation and 19 ground fuel operators to be deployed throughout the country at the airports and the field distribution points.

HIV Adviser Unit

National staff: increase of 1 post (National Officer)

United Nations Volunteers: increase of 1 position

51. The Unit is entrusted with the tasks of sensitization and awareness-raising, especially for the military, as stressed by the Security Council in its resolution 1308 (2000), to provide ongoing HIV/AIDS awareness and prevention programmes for peacekeeping personnel and voluntary counselling and testing, as well as to monitor peer education programmes in the field and to ensure awareness at induction and refresher sessions. Accordingly, and with a view to strengthening the staffing establishment of the Unit in the area of voluntary counselling and testing and to providing better coverage in Sector 3, the establishment of two Counsellor/Research Assistants (1 National Officer post and 1 United Nations Volunteer position) are proposed. One of the posts (the United Nations Volunteer position) would be accommodated through redeployment from the Recovery, Rehabilitation and Reintegration Section. The incumbents would be responsible for providing volunteer counselling and testing for personnel outside Monrovia on a continuous basis, as well as for the conduct and monitoring of peer education programmes to ensure awareness at induction and refresher sessions. HIV/AIDS programmes for the people of Liberia would, essentially, be covered by the other United Nations agencies (Joint United Nations Programme on HIV/AIDS, etc.).

Security section

International staff: net decrease of 2 posts (1 P-5, 1 P-3) offset by increase of 1 post (P-4)

52. The establishment of the Department of Safety and Security saw the operational integration of the Mission's Security Section in Liberia with that of the Department of Safety and Security under the Chief Security Adviser, who is funded jointly by the Department of Safety and Security and other United Nations funds, programmes and agencies in the country. The Chief Security Adviser is the principal adviser to the Designated Official and the Security Management Team in the country, including Monrovia and field locations, leading to an integrated security structure. The assumption of duties by the Chief Security Adviser has resulted in the realignment of functions obviating the need for the post (P-5) of Chief Security Officer and upgrading the post (P-3) of Assistant Chief Security Adviser to the P-4 level. The proposed reclassification is in line with the increased level of responsibilities, namely, overseeing the work in the Mission of the Special Investigations, Administration, Logistics, Fire and Identification Units as well as liaison with senior Mission, United Nations agency and Liberian National Police personnel, law enforcement officials and heads of commercial security services and fire safety contractors.

II. Resource requirements

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Expenditures (2005/06) (1)	Apportionment (2006/07) (2)	Cost estimates (2007/08) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	10 647.8	10 899.4	11 061.8	162.4	1.5
Military contingents	325 248.1	321 370.4	301 613.8	(19 756.6)	(6.1)
United Nations police	30 074.9	39 743.1	30 700.6	(9 042.5)	(22.8)
Formed police units	11 448.7	6 899.0	14 467.1	7 568.1	109.7
Subtotal	**377 419.5**	**378 911.9**	**357 843.3**	**(21 068.6)**	**(5.6)**
Civilian personnel					
International staff	83 534.2	80 511.0	91 463.4	10 952.4	13.6
National staff	11 491.6	15 978.6	16 051.1	72.5	0.5
United Nations Volunteers	14 594.8	10 755.8	10 868.7	112.9	1.0
Subtotal	**109 620.6**	**107 245.4**	**118 383.2**	**11 137.8**	**10.4**
Operational costs					
General temporary assistance	2 634.3	792.8	901.9	109.1	13.8
Government-provided personnel	—	—	—	—	—
Civilian electoral observers	—	—	—	—	—
Consultants	414.4	675.6	855.6	180.0	26.6
Official travel	2 342.0	1 614.1	2 203.5	589.4	36.5
Facilities and infrastructure	78 709.7	80 871.6	69 947.9	(10 923.7)	(13.5)
Ground transportation	17 167.8	20 512.4	19 485.3	(1 027.1)	(5.0)
Air transportation	61 829.8	66 140.0	73 648.5	7 508.5	11.4
Naval transportation	2 479.3	2 590.5	3 002.7	412.2	15.9
Communications	21 292.6	23 889.5	20 299.8	(3 589.7)	(15.0)
Information technology	3 577.5	4 990.8	4 207.0	(783.8)	(15.7)
Medical	16 691.2	14 563.6	13 752.2	(811.4)	(5.6)
Special equipment	3 800.1	5 735.5	5 255.1	(480.4)	(8.4)
Other supplies, services and equipment	8 126.1	5 079.6	4 675.5	(404.1)	(8.0)
Quick-impact projects	1 000.0	1 000.0	1 000.0	—	—
Subtotal	**220 064.8**	**228 456.0**	**219 235.0**	**(9 221.0)**	**(4.0)**
Gross requirements	**707 104.9**	**714 613.3**	**695 461.5**	**(19 151.8)**	**(2.7)**
Staff assessment income	10 877.6	10 291.9	11 719.6	1 427.7	13.9
Net requirements	**696 227.3**	**704 321.4**	**683 741.9**	**(20 579.5)**	**(2.9)**
Voluntary contributions in kind (budgeted)[a]	264.0	264.0	52.8	(211.2)	(80.0)
Total requirements	**707 368.9**	**714 877.3**	**695 514.3**	**(19 363.0)**	**(2.7)**

[a] From the Government of Germany.

Average delayed deployment factor, turnover factor and vacancy rates

(Percentage)

Category	*2006/07*	*2007/08*
Military and police personnel		
Military observers	5.0	5.0
Military contingents	2.0	2.0
United Nations police	5.0	10.0
Formed police units	—	2.0
Civilian personnel		
International staff	20.0	5.0
National staff	5.0	11.0
Temporary positions[a]	—	—
International staff	20.0	5.0
National staff	5.0	11.0
United Nations Volunteers	5.0	5.0

[a] Funded under general temporary assistance.

B. Non-budgeted contributions

53. The estimated value of non-budgeted contributions for the period 1 July 2007 to 30 June 2008 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	6 644.6
Voluntary contributions in kind (non-budgeted)	—
Total	**6 644.6**

[a] Inclusive of estimated rental value of Government-provided facilities and of exemption of aviation and naval transportation fees and taxes.

C. Contingent-owned equipment: major equipment and self-sustainment

54. Requirements for the period from 1 July 2007 to 30 June 2008 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $113,565,300, as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	52 069.4
Formed police units	2 722.2
Subtotal	54 791.6
Self-sustainment	
Facilities and infrastructure	
Catering (kitchen facilities)	4 542.2
Office equipment	3 999.1
Electrical	4 755.6
Minor engineering	2 788.5
Laundry and cleaning	3 886.7
Tentage	219.4
Accommodation	269.3
Miscellaneous general stores	7 628.2
Unique equipment	—
Identification	17.5
Field defence stores	—
Communications	
Communications	13 974.2
Medical	
Medical services	11 442.7
Special equipment	
Explosive ordnance disposal	1 035.4
Observation	4 214.9
Nuclear, biological and chemical protection	—
Subtotal	**58 773.7**
Total	**113 565.3**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.8	1 April 2006	—
Intensified operational condition factor	1.3	1 April 2006	—
Hostile action/forced abandonment factor	1.3	1 April 2006	—
B. Applicable to home country			
Incremental transportation factor	0.00-5.0		

D. Training

55. The estimated requirements for training for the period from 1 July 2007 to 30 June 2008 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	363.5
Official travel	
Official travel, training	761.0
Other supplies. services and equipment	
Training fees, supplies and services	161.3
Total	**1 285.8**

56. The resource requirements would be used towards external and internal training of some 585 participants. The focus of the training programmes would be geared towards upgrading substantive and technical skills of staff as well as leadership, management and organizational development for senior-level management. The areas of training would encompass conduct and discipline, peace operations, peacebuilding and conflict resolution, gender mainstreaming, rule of law, the judiciary, human rights and protection, humanitarian coordination, integrated training management, hostage incident management, aviation safety, engineering, supply, ground transportation, information and communications technology and contingent-owned equipment.

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

	Variance	
Military contingents	**($19 756.6)**	**(6.1%)**

- **Mandate: change in scale/scope of mandate**

57. The variance of $19,756,600 is attributable to decreased requirements for standard troop cost reimbursement, contingent-owned equipment and rations for troop-contributing countries. The main contributing factors to the variance are the planned repatriation of a battalion in the 2006/07 period, a decrease in the authorized contingent personnel strength by 125 personnel and a decrease in the cost of rations from an average of $4.72 to $3.74 per person per day for 13,915 military contingent personnel. The overall reduced requirements are offset in part by higher requirements owing to increased cost of rotation travel of contingent personnel of some troop-contributing countries.

58. The provisions reflect the application of a 2 per cent turnover factor to the computation of requirements. In addition, owing to unserviceability and non-deployment, a 3 and 5 per cent factor, respectively, have been applied to requirements for contingent-owned equipment based on past patterns.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent and $100,000.

	Variance	
United Nations police	**($9 042.5)**	**(22.8%)**

- **Mandate: other — change in operational requirements**

59. The variance of $9,042,500 is attributable primarily to lower subsistence allowance requirements owing to the non-deployment of 240 United Nations police personnel in lieu of formed police personnel. The non-deployment of additional police personnel stemmed from changes in operational requirements pursuant to an assessment of the situation on the ground. The provisions reflect requirements for 635 United Nations police personnel and take into account the application of a 10 per cent delayed deployment factor to the computation of the estimates.

	Variance	
Formed police units	**$7 568.1**	**109.7%**

- **Mandate: other — change in operational requirements**

60. The variance of $7,568,100 is primarily attributable to the increase in deployment by 365 to 605 in the number of United Nations formed police personnel. The provision reflects increased requirements for formed police cost and major equipment reimbursement to contributing countries. It takes into account the application of a 2 per cent delayed deployment factor in respect of formed police personnel cost reimbursement as well as 2 and 7 per cent factors, respectively, towards un-serviceability and non-deployment of formed police equipment.

	Variance	
International staff	**$10 952.4**	**13.6%**

- **Management: other — cost parameters**

61. The variance of $10,952,400 is attributable primarily to the increased requirements for international staff salaries stemming from the application of a 10 per cent vacancy rate in contrast to the 20 per cent rate in 2006/07. The provision reflects salaries and related allowances in respect of the deployment of 565 international staff — a net reduction of 23 posts, comprising the abolition of 19 posts (2 P-5, 3 P-4, 6 P-3, 2 P-2, 3 Field Service and 3 General Service (Other level)), the conversion to the National level of 5 posts (1 P-3, 1 Field Service and 3 General Service (Other level)) and the proposed establishment of a P-3 post of Legal Affairs Officer. The conversion of five international posts and one international position (P-3) under general temporary assistance to the national level represents an efficiency gain of $722,500.

62. The estimate is based on salary costs derived from the actual average expenditure by staff category and grade levels in the 2005/06 period. The computation of common staff costs excluding hazard pay is based on 70.4 per cent of net salaries for international based inclusive of 8 per cent to recover liabilities for after-service health insurance. The hazardous duty station allowance requirements are based on an amount of $1,300 per person per month in effect since 1 January 2007, in contrast to the $1,000 per person per month in the prior period.

	Variance	
General temporary assistance	$109.1	13.8%

- **Management: other — cost parameters**

63. The variance of $109,100 is primarily attributable to the increased requirements for seven National Officer posts and one national General Service staff position offset in part by lower requirements for international staff positions. The provisions reflect requirements for 13 positions (5 international and 8 national of which 7 are National Officer positions) including 7 positions (1 D-1, 2 P-4, 1 P-2, 1 Field Service, 1 National Officer and 1 national General Service staff) of the Conduct and Discipline Team. The requirements reflect a reduction of four international positions offset by an increase by one National Officer position.

64. The estimates in respect of the international staff positions are based on salary costs derived from the actual average expenditure by staff category and grade levels in the 2005/06 period and include hazardous duty station allowance requirements based on an amount of $1,300 per person per month in effect since 1 January 2007 for 5 international staff positions. The computation of common staff costs excluding hazard pay is based on 70.4 per cent of net salaries for international staff, inclusive of 8 per cent to recover liabilities for after-service health insurance. The mission subsistence allowance requirements are included under the International staff salaries heading.

65. The estimates in respect of the national positions are based on computations at the National Officer (NOB) step I and G-4, step III level of the salary scales in effect since 1 February 2005 and 1 March 2006, respectively, and reflects the application of vacancy rates of 10 and 5 per cent, respectively, to the overall estimates in contrast to 5 per cent for both categories of staff in the 2006/07 period.

	Variance	
Consultants	$180.0	26.6%

- **Management: other — cost parameters**

66. The variance of $180,000 is attributable to the increased requirements for training consultants owing to the inclusion of their travel and related costs that were previously budgeted under the heading of official travel for training purposes. The provisions reflect requirements for consultants for the upgrading of substantive and technical skills in the areas of conduct and discipline, reconciliation, peacebuilding and conflict resolution, early warning and response, investigations, humanitarian coordination and the Sphere Project (Humanitarian Charter and Minimum Standards in Disaster Response) as well as technical and integrated management training in the procurement, movement control inclusive of hazardous materials handling, supply chain and warehouse inventory management, information and communications technology and aviation areas.

	Variance	
Official travel	$589.4	36.5%

- **Management: increased input and outputs**

67. The variance of $589,400 is attributable primarily to requirements for within-Mission travel, provisions in respect of which were not included in the 2006/07 period. The provisions relate to requirements for travel in connection with the implementation of the planned outputs by the respective offices under the four components.

	Variance	
Facilities and infrastructure	($10 923.7)	(13.5%)

- **Management: reduced inputs and same outputs**

68. The variance of $10,923,700 is attributable primarily to lower requirements for diesel fuel and lubricants, alteration and renovation services, self-sustainment requirements for contingent and formed police personnel, the acquisition of safety and security equipment, accommodation equipment and generators. The lower requirements are partly offset by increased requirements for maintenance services and a requirement for the acquisition of bridges for infrastructure.

69. The reduced requirements for petrol, oil and lubricants stem from the implementation during the 2006/07 period of the Mission Electronic Fuel Accounting System enforcing stricter controls in the monitoring of fuel consumption and contributing to better fuel management. The requirements take into account overall fuel efficiencies in the amount of $1.8 million (see also para. 73 below) as a result of the implementation of the Mission Electronic Fuel Accounting System. The lower requirements for alteration and renovation services is a result of the completion of renovation works in the transport workshops, engineering and supply warehouses and the replacement of roof sheets on and painting of UNMIL facilities. The self-sustainment requirements for contingent and formed police personnel reflect the planned repatriation of a battalion in the 2006/07 period and the reduction in the range of mission factors. The availability of stock owing to acquisitions completed in prior periods has resulted in lower requirements for the acquisition of safety and security equipment, accommodation equipment and generators.

70. The increased requirements for maintenance services are a result of the need to provide cleaning services for Mission premises in Monrovia and the regions; the installation and maintenance of fire alarm systems in the various mission premises, including quarterly inspections and certifications; the refilling of fire extinguishers, the installation and maintenance of electric boom gates at Mission headquarters and other locations, the repair and maintenance of x-ray machines and explosive detectors; and for specialized generator maintenance services.

71. The requirement for the acquisition of four bridges are in support of the road infrastructure network in Liberia intended to reinforce main and secondary supply routes that are in constant use.

	Variance	
Ground transportation	($1 027.1)	(5.0%)

- **Management: reduced inputs and same outputs**

72. The variance of $1,027,100 is attributable to lower requirements for diesel fuel and lubricants, vehicle spare parts and liability insurance, offset by increased requirements for the acquisition of vehicles.

73. The lower requirements for diesel fuel and lubricants are a result of the implementation of the Mission Electronic Fuel Accounting System leading to overall efficiencies in the amount of $1.8 million. The availability of stock owing to acquisitions completed in prior periods and the consumption/usage patterns in prior periods have resulted in lower requirements for vehicle spare parts. Lower requirements for liability insurance are due to lower United Nations worldwide third party liability and local premium rates under the present contracts, coupled with the local contractual arrangements to insure roadworthy vehicles on a monthly basis.

74. The higher requirements for the acquisition of vehicles are due to the need to replace 11 heavy trucks, including 1 medium and 2 heavy trucks with cranes that have suffered structural damage.

	Variance	
Air transportation	$7 508.5	11.4%

- **External: change in market conditions**

75. The variance of $7,508,500 is attributable primarily to an upsurge in the market price for the rental and operation of eight commercial rotary-wing aircraft. In contrast to the 2005/06 period, the market experienced an overall increase of some 53 per cent in the guaranteed flight hour costs for rotary-wing aircraft in use in the Mission. The increased requirement is offset in part by the reduced requirements for aviation fuel and a decrease in premium rates for aircraft liability insurance.

76. The provision reflects requirements for the rental and operation of 3 fixed-wing and 22 rotary-wing aircraft, including 14 military helicopters under letter-of-assist arrangements and 19.8 million litres of aviation fuel. In contrast to the 2006/07 period, the total planned flight hours of the fixed-wing and rotary-wing aircraft reflect a reduction of 10 per cent.

	Variance	
Naval transportation	$412.2	15.9%

- **External: change in market conditions**

77. The variance of $412,200 is attributable primarily to an increase in the market prices of costs associated with the rental and operation of a coastal freighter along the West African coast in support of deployed forces. The provision reflects a 10 per cent increase (from $5,563 to $6,110) in the daily lease rate of the freighter. It also reflects provisions for 1 million litres of diesel fuel based on actual consumption in

the 2005/06 period, at a cost of $0.76 per litre of diesel fuel, a 19 per cent increase in the price of diesel.

	Variance	
Communications	($3 589.7)	(15.0%)

- **Management: reduced inputs and same outputs**

78. The variance of $3,589,700 is attributable to lower overall requirements for the acquisition of communications equipment, spare parts, self-sustainment for contingent and formed police personnel, commercial communications, maintenance of equipment, communications support services, public information services, public information supplies and maintenance. The lower requirements stem from the consolidation/maintenance phase of the Mission in respect of communications with no major installations being planned during the period.

79. The provision reflects requirements for the replacement of 455 items of communications equipment, commercial communications charges, including the Mission's share of a transponder lease and a dedicated connectivity to a commercial service provider, contractual support for 2,801 extensions at a rate of $25 per extension per year and self-sustainment requirements for 14,060 contingent and 605 formed police personnel. In addition, the provision takes into account provisions for television and radio production services, public information production costs, professional theatrical groups and newspaper advertisements, as well as sensitization events, Internet connectivity services for UNMIL Radio and media assistance and capacity-building and training services.

	Variance	
Information technology	($783.8)	(15.7%)

- **Management: reduced inputs and same outputs**

80. The variance of $783,800 is attributable to the non-acquisition of additional information technology equipment, a lower requirement for the acquisition of software packages because of the policy of grouping common software under licences and lower requirements for spare parts and supplies given their availability in stock from acquisitions in prior periods.

81. The provision reflects requirements for the replacement of 635 items of information technology equipment and 2 items of software for implementation of a scalable proxy platform architecture to secure Web communications, accelerate delivery of business applications and protect the Mission's systems from unknown external spyware. In addition, it reflects requirements for centralized data storage, retrieval and maintenance support at the rate of $85 per e-mail account in the Mission for an average of 3,800 users, a total of 11 contractual support personnel at a monthly rate of $5,000 per person and spare parts for information technology equipment at 7.5 per cent of the value of the anticipated inventory at 30 June 2008.

	Variance	
Medical	**($811.4)**	**(5.6%)**

- **Management: reduced inputs and same outputs**

82. The variance of $811,400 is attributable to lower requirements for the estimated cost of medical evacuations and self-sustainment requirements for contingent and formed police personnel, offset in part by increased requirements for the supply of drugs, supplies, consumables and vaccines.

83. The lower requirements for medical evacuations stem from evacuations to the level-IV hospital in Accra being carried out by United Nations flights. The planned repatriation of a battalion in the 2006/07 period and the reduction in the range of mission factors has resulted in reduced self-sustainment requirements.

84. The increased requirement for the supply of drugs stems from the increase from 5 to 8 in the number of United Nations level-I clinics and the requirement for medical test kits and supplies for the HIV Unit.

85. The provision reflects requirements for the cost of hospitalization/treatment in local or out-of-mission facilities for one out of every 1,000 personnel per month for seven days a year at the rate of $250 per day as well as the cost of laboratory testing, X-ray, etc., for one out of every 200 personnel per month at the rate of $120 per test for one year.

	Variance	
Special equipment	**($480.4)**	**(8.4%)**

- **Mandate: change in scale/scope of mandate**

86. The variance of $480,400 is attributable primarily to the planned repatriation of a battalion in the 2006/07 period and a reduction in the range of mission factors.

	Variance	
Other supplies, services and equipment	**($404.1)**	**(8.0%)**

- **Management: reduced inputs and same outputs**

87. The variance of $404,100 is attributable primarily to reduced requirements for the acquisition of other equipment and uniforms, flag and decals, as well as subscriptions and other freight and related costs. The overall reduced requirements are offset in part by increased bank charges and miscellaneous claims and adjustments.

88. The lower requirement for other equipment is owing to their acquisition in the prior period. The reduced requirement for accoutrements and the lower estimated cost of freight of equipment reflects the planned repatriation of a battalion in the 2006/07 period. The provision for subscription reflects reduced requirement for newspapers and magazines based on patterns of expenditures in the 2005/06 period.

89. The increased requirement for bank charges within Liberia is due to the increase in cash transfer charges, from 0.72 to 0.92 per cent per dollar, as well as the requirement for encashment fees and services of $30,000 per month levied by the

local banks. Requirements for miscellaneous claims and adjustments are for anticipated third party claims based on the trend of claims filed during the 2005/06 and 2006/07 periods.

IV. Actions to be taken by the General Assembly

90. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) Appropriation of the amount of $695,461,500 for the maintenance of the Mission for the 12-month period from 1 July 2007 to 30 June 2008;

(b) Assessment of the amount in paragraph (a) above at a monthly rate of $57,955,125 should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly and the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

1. Cross-cutting issues

(Resolution 60/266)

Decisions and requests to the Secretary-General	*Action taken to implement decisions and request*
Section II: budget presentation	
Undertake the review of staffing requirements, function and level of posts that would reflect evolving mandates, changing operational requirements, actual responsibilities and functions performed, with a view to ensuring the most cost-effective use of resources (para. 2).	See paragraph 12.

Decisions and requests to the Secretary-General	*Action taken to implement decisions and request*
Include in all performance reports in respect of peacekeeping operations, the United Nations Logistics Base at Brindisi, Italy, and the support account, details of monthly expenditure patterns, as well as to provide, in the context of the consideration of the budget submission, to the extent possible, supplementary information on the most up-to-date financial data available on actual expenditures for the current period (para. 3).	Information on monthly expenditure patterns is included in the performance report on the budget of UNMIL for the period 2005/06 (A/61/715). The most up-to-date financial data available on actual expenditures for the current period will be provided in the context of the consideration of the budget submission.
Section XII: spare parts	
Report to the General Assembly at its sixty-first session on optimal levels for spare parts in all missions, and also requests that the budget proposals for the period from 1 July 2007 to 30 June 2008 do not exceed those levels (para. 1).	The Mission has established optimal levels for spare parts through its self-accounting units. The proposed budget for 2007/08 reflects lower requirements for spare parts for ground transportation and information and communications technology equipment.
Section XIII: better use of technology	
Make greater use of videoconferencing facilities and e-learning programmes for training and other purposes and report to the General Assembly at its sixty-first session on improvements and efficiencies made through greater utilization of those tools.	With the establishment of a high-capacity microwave network, it is anticipated to deploy videoconferencing facilities, including portable systems, to all sectors and sector headquarters by early 2008. The Integrated Mission Training Centre is currently looking at options for videoconferencing and e-learning on how best to utilize these learning media.

2. Financing of the United Nations Mission in Liberia

(Resolution 60/276)

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Emphasizes the importance of ensuring coordination and collaboration of efforts with the United Nations agencies and programmes and implementation of a unified work plan, and requests the Secretary-General to report to the General Assembly on measures taken, as well as progress made and to provide clear descriptions of respective roles and responsibilities in its future budget submissions (para. 10).	The integrated mission concept of joint United Nations operations with the Mission and the specialized agencies, funds and programmes working jointly together is an important operating modality with joint programming essential in ensuring that action underpins the success of the work carried out. Currently under way is a joint World Bank, UNDP and UNMIL project to kick-start employment with labour-intensive roads.

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
	Identification of additional joint projects and opportunities are currently under way as part of an overall effort of the United Nations to consolidate and coordinate its approach in order to work more closely and consistently with both national and external partners. This would facilitate phasing over the work of the Mission's Civil Affairs and Recovery, Rehabilitation and Reintegration Sections to the programmes of United Nations specialized agencies. Recently the Mission commenced an effort to coordinate and collaborate efforts with the United Nations agencies and programmes in the implementation of a United Nations priorities and implementation plan designed to assist and coordinate inputs in Liberia. The effort involves quarterly reports indicative of the nature of a live review and coordination process.
Ensure that quick impact projects are implemented in compliance with the original intent of such projects and relevant General Assembly resolutions (para. 12). Requests the Secretary-General to utilize resources in strict compliance with the original intent of this type of project (para. 13). Requests the Secretary-General to review the administrative support structure for the quick impact projects with a view to minimizing overhead costs for their implementation (para. 14).	See paragraphs 12 and 15 to 17.

B. Advisory Committee on Administrative and Budgetary Questions

(A/60/852)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee was informed that, as at 31 March 2006, the estimated amount owed in respect of troop-cost reimbursement was $17,478,000 and that nothing was owed for contingent-owned equipment. In respect of death and disability compensation, $1,345,100 had been paid as at 30 April 2006 for 30 claims, and 18 claims were pending. The Advisory Committee expects expeditious settlement of these claims (para. 9).	Of the 18 claims that were pending as at 30 April 2006, 5 claims were settled, 7 were rejected and 6 remained pending as at 26 February 2007. Of the 6 pending claims, updated medical information from the troop contributors in respect of 4 claims and additional information from the Mission for 2 claims is awaited.

Request/recommendation	*Action taken to implement request/recommendation*
The Committee notes the inclusion of positions funded under general temporary assistance in the staffing table. The Committee appreciates the inclusion of this information; however, in order to clarify the distinction between positions and posts, the Committee requests that future human resources tables include a separate column for positions funded under general temporary assistance, rather than a footnote (para. 23).	In the 2007/08 proposed budget, positions funded under general temporary assistance are shown separately to distinguish them from posts.
The Security Council has requested the Secretary-General to make further recommendations for a drawdown plan for UNMIL. Although the Mission has not yet begun the process of drawing down, the Advisory Committee is of the view that it would be prudent to begin planning for it now. The Committee therefore does not consider it advisable to establish new posts in the humanitarian and development fields in advance of the drawdown plan. Accordingly, the Committee recommends against the proposed conversions (para. 27).	In the context of the 2007/08 budget, the Mission has proposed the abolishment of 3 international posts (P-3) and 4 United Nations Volunteer positions in the humanitarian field. The Mission developed a consolidation, drawdown and withdrawal plan in 2006 and submitted it to the Security Council, in accordance with resolutions 1626 (2005) and 1667 (2006) as well as benchmarks for the Mission's consolidation phase in the twelfth progress Report of the Secretary-General (S/2006/743). Progress on the implementation will be detailed in subsequent reports.
In its audit of the peacekeeping operations for the period ending 30 June 2005, the Board of Auditors noted that none of the 25 aircraft at UNMIL was sufficiently utilized and that the average passenger load per flight was calculated at 29 per cent and the average cargo carried per flight was 18 per cent. The Mission responded (see A/60/653, sect. V.C) by stating that it was monitoring the actual hours flown on a daily and monthly basis and controlling flights as necessary. The Advisory Committee was also informed that the Mission had been working to find ways to increase utilization, such as altering flight schedules to accommodate more passengers/cargo, and that this had shown some positive results. Further, the Department of Peacekeeping Operations has issued comprehensive aviation budget guidelines and a template to guide the preparation of aviation budgets. The missions have been instructed to base all future flight hour projections on the most recent actual usage of aircraft. The Committee welcomes these developments and expects that the results of these changes will be reported in the next budget submission (para. 41).	As of 1 March 2006, the Aviation Section of the Mission implemented new measures to improve the utilization of the air assets. The average aircraft utilization has increased from 41 per cent on passengers and 35 per cent on cargo for the period from July 2005 to February 2006 to 56 per cent on passengers and 45 per cent on cargo for the period from March to June 2006. For the period from 1 July to 30 September 2006, the passenger utilization was 54 per cent and the cargo utilization was 56 per cent. The Aviation Section will continue to improve efficiency gains and expects that the utilization will improve to above 60 per cent for the 2006/07 period.

Request/recommendation	*Action taken to implement request/recommendation*
The Committee understands the importance of public information activities, particularly UNMIL Radio, for communication with outlying areas; however, it is of the view that the Mission should promote the development of national capacities in view of the impending drawdown (para. 42).	The Mission has included in the 2007/08 proposed budget the development of national capacities building through partnership with a range of local stakeholders like youth groups, local NGOs and local sporting groups when organizing public information campaigns and events. Also, the Government of China has dispatched a survey team to visit a number of counties for the purpose of rehabilitating the broadcasting system in Liberia.
The proposed budget for 2006/07 includes a provision of $1 million for quick impact projects. The Advisory Committee was informed, upon enquiry, that the cost of administering quick impact projects at UNMIL in 2006/07 would amount to $371,600, or 37 per cent of the total amount requested. In the opinion of the Advisory Committee, this is excessive. In keeping with the original intent for these types of projects, overhead costs should, in any case, be kept to a minimum; to this end, the Committee requests that the number and level of posts in the Quick Impact Projects Unit be reviewed.	See paragraphs 12 and 15 to 17.
In addition, efforts should be made to identify implementing partners, including locally, in order to share the burden of the costs of administering the projects (para. 43).	Owing to the slow evolution of field presence of the United Nations agencies, funds and programmes, there has been little opportunity, to date, to find partners to share the burden of project costs.

C. Board of Auditors

(A/60/5 (Vol. II), chap. II)

Request/recommendation	*Action taken to implement request/recommendation*
Obligations amounting to $4 million at UNMIL were created without valid obligating documents. The Board was therefore unable to determine the validity of those obligations or to confirm whether any financial liability had been incurred at the time that the obligations were created (para. 24).	The issue centering around the obligations being created was related to cut-off procedures between the 2004/05 and 2005/06 periods rather than valid supporting documentation. All recorded obligations had valid documents to support them. The issue has since been rectified.

Request/recommendation	*Action taken to implement request/recommendation*
The Board recommends that the administrative heads of peacekeeping missions review all obligations lacking supporting or valid documentation to determine their validity (para. 26).	The importance of strict compliance with the rules relating to the reservation of credits in the accounts and to the periodic review of unliquidated obligations has been emphasized at both Headquarters and the Mission. As a follow-up to the workshop goals, the Department of Peacekeeping Operations would remind all missions to ensure that obligations have valid supporting documentation.
Despite the Administration's efforts and as previously reported, the Board again noted long-outstanding accounts receivable at active missions (... UNMIL ...) and accounts payable (para. 46). The Board reiterates its recommendation that the Administration ensure that missions improve the management of long-outstanding accounts receivable and review their systems to ensure the accurate ageing of accounts receivable (para. 48).	Every effort is being made to recover long-outstanding receivables. Concrete steps were taken during 2006/07 to tackle each category of receivables and the level of ageing receivables were reduced. Outstanding amounts are followed up on regular basis with the intent of ensuring that they do not become long outstanding or irrecoverable.
The Board reiterates its previous recommendation that the Administration consider the feasibility of compliance by missions with the Procurement Manual in respect of local vendor review committees and vendor database officers with a view to revising the Manual, if appropriate, while ensuring proper controls and accountability (para. 92).	A Local Vendor Database Officer has been assigned. The Local Vendor Review Committee has been established and meets regularly to review poor performing vendors. Information from the expediting process and the receipt of supplier performance reports from the self-accounting units is utilized to ensure that Procurement Manual procedures are adhered to in respect of local vendors.
The Board reviewed the level of procurement training provided during 2004/05 and made the following observations: (a) Training needs of procurement staff had not been formally identified at ... UNMIL and ...; (b) No formal training had been carried out at ... and UNMIL because no funds were budgeted for procurement training. The only training attended was an advanced workshop conducted during April 2005 by Procurement Service at Headquarters, and the workshop was funded out of the Headquarters budget; ...	The Mission has developed its procurement training needs taking into account availability of funds, individual specialists to conduct training and the life-cycle expectancy of the Mission itself. The Integrated Mission Training Centre of the Mission has undertaken a survey of all training needs in the Mission, including in the area of procurement, and has initiated steps to hold procurement related training during the current financial period. In the 2006/07 period, a total of 4 one-and-a-half day procurement workshops were held for a total of 130 staff on the role of requisitioning personnel and buyers as well as the United Nations procurement process from acquisition planning to contract management, individual responsibilities and ethics.

Request/recommendation	*Action taken to implement request/recommendation*
(d) The procurement training budgets did not always include the training needs of requisitioners involved in the procurement process; (e) The effectiveness of procurement training had not been evaluated at ... UNMIL and ... (para. 117).	To date, the Mission has had its personnel trained in the areas of acquisitions, budgeting, finance, planning, specification writing, the Mercury system and pre-deployment procurement.
The Board reiterates its recommendation that the Administration formally identify the training needs of procurement officers at all peacekeeping missions and communicate those needs to Headquarters (para. 118).	In the coming financial periods, the Mission is planning to hold sector-specific requisition processing workshops for the engineering, transport, medical, supply and other sections. Personnel are currently being identified to undergo such training.
At UNMIL, none of the 25 aircraft was sufficiently utilized. The average passenger load per flight was calculated at 29 per cent and the average cargo load carried per flight was 18 per cent for the financial period under review (para. 141).	The 2007/08 budget was prepared based on the actual usage of the aircraft during 2005/06.
The Board reiterates its recommendation that the Administration further narrow the gap between the budgeted and actual flight hours utilized by missions (para. 144).	The 2007/08 budget was prepared based on the actual usage of the aircraft during 2005/06.
At UNMIL, for example, vehicles in the same category travelled significantly different distances. For general-purpose four-wheel-drive vehicles, the distance travelled per annum ranged from less than 10,000 km to more than 50,000 km, and similar extremes were also noted with the utility four-wheel-drive vehicles, where the distance ranged from less than 5,000 km to over 30,000 km per annum. The usage patterns would result in the accelerated ageing of a portion of the vehicle fleet, resulting in an imbalance in the fleet (para. 201). The Board recommends that the Department reinforce the implementation of the rotation policy at peacekeeping missions where vehicles within the same categories are rotated to optimize efficiency and utility (para. 207).	The Mission is committed to implementing the vehicle rotation policy where feasible. Some of the vehicles in the Mission's fleet with low mileage and better structural condition assigned to Monrovia have been rotated with vehicles in the sectors. Constraints facing the Mission in implementing the vehicle rotation policy within the Mission area involve the "red and white" police vehicles which can only be rotated within and among the United Nations police. In addition, vehicles that have proved unreliable while operating in the sectors with poor road conditions have been confined to Monrovia for usage.

Request/recommendation	*Action taken to implement request/recommendation*
At UNMIL, the leave records did not always correspond to the attendance records, the incorrect application of advance leave resulted in incorrect payment of mission subsistence allowance and medical approval forms could not be located in the files (para. 334 (a)). The Board recommends that the Administration monitor missions' compliance with leave policies and procedures and ensure that accurate leave records are maintained (para. 335).	The Personnel Section reviews the relevant files to ensure that leave and attendance records correspond to each other. To ensure that advance leave is applied correctly, the Personnel Section ensures that advance leave requests are submitted in writing and approved in advance. The recovery of mission subsistence allowances in connection with advance leave is effected as soon as possible following approval of the advance leave. Appropriate consultation is undertaken with staff members, attendance monitors and the Medical Service to ensure that absences owing to medical reasons are duly certified and recorded.
In its resolution 59/296, the General Assembly decided that the ratio of desktop printers to desktop computers in peacekeeping missions should not exceed 1:4. However, the ratio was found to be higher at ... UNMIL and ... (para. 420).	The ratio of printers is higher than would normally be anticipated. This is due to the geographical spread of staff and offices, which make printer sharing non-conducive because it is dependent on the establishment of a comprehensive data network. Every effort is being made to achieve the stipulated ratio and the situation is being progressively addressed as opportunities for printer-sharing become technically feasible. Furthermore, no printers were purchased during the 2005/06 financial year and it is not anticipated that any will be acquired during 2006/07 and 2007/08. The process of natural attrition combined with substitution of network printers for desktop printers is expected to achieve the normal standard ratio.

D. Office of Internal Oversight Services

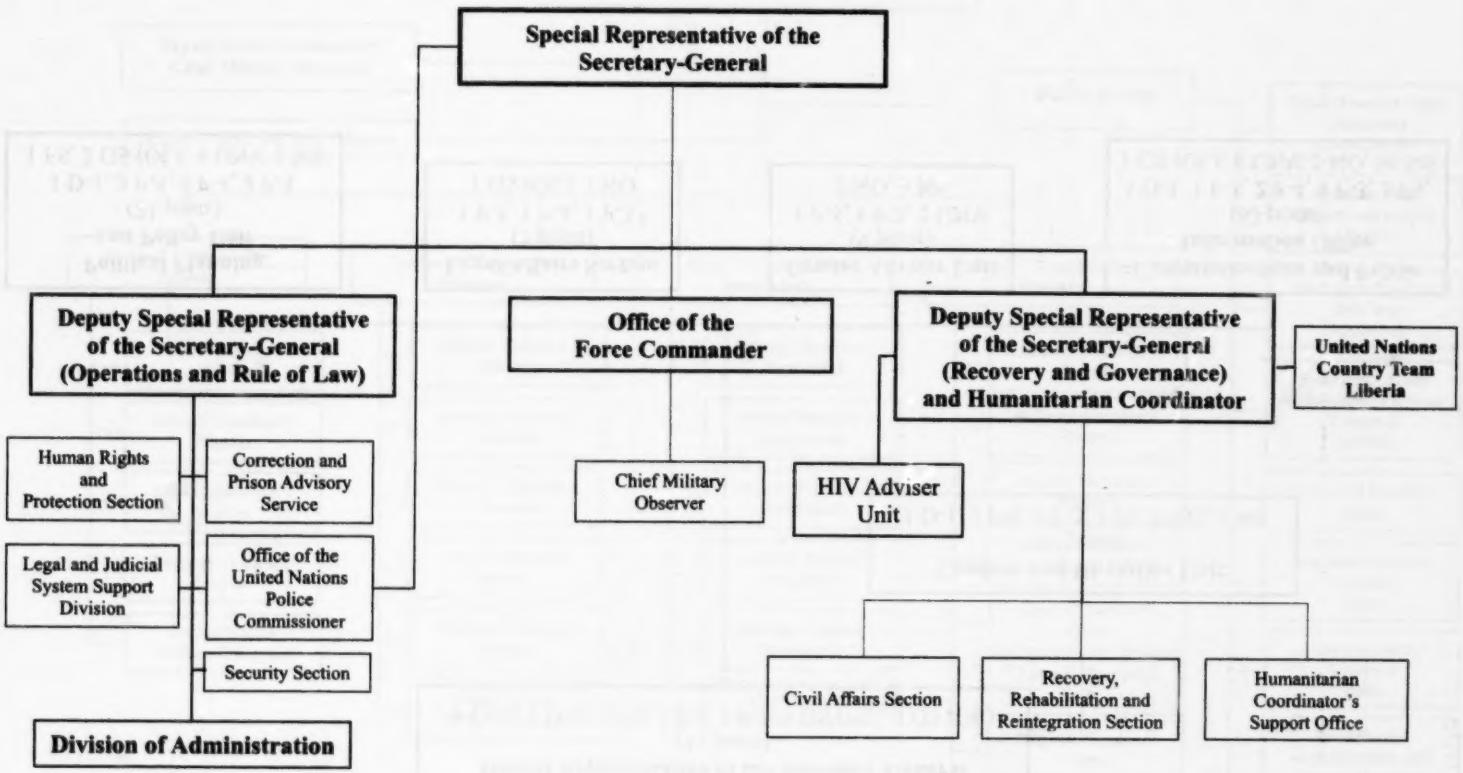
(A/60/713)

Request/recommendation	*Action taken to implement request/recommendation*
The Provost Marshall in the United Nations Mission in Liberia (UNMIL) noted that the civilian investigators, such as the Sexual Exploitation and Abuse Focal Committee, were unwilling to coordinate activities with the military. While the Committee had reported 38 sexual exploitation and abuse allegations, involving 29 military personnel, coordination with the Office of the Provost Marshall was requested in only two instances. The military and civilian police units also pointed out that, in the past, the civilian administration had sought their help in facilitating investigations, as they have the people and resources to conduct investigations in cases involving children and women (para. 39).	Since the establishment and subsequent staffing of a conduct and discipline team in the Mission in March 2006, there has been systematic cooperation and coordination with the Office of the Provost Marshall in reporting and investigation of all sexual exploitation and abuse allegations. As with all category 1 misconduct, sexual exploitation and abuse cases are reported to the Office of Internal Oversight Services for investigation. In order to ensure consistency and to avoid overlap, the relevant components including the resident Office of Internal Oversight Services, the Special Investigation Unit, United Nations police, the Office of the Senior Legal Adviser and the conduct and discipline team participated in a thorough review of the Office of Internal Oversight Services document on collaboration in conducting joint investigations, with a view to reaching an agreement on the conduct of joint Office of Internal Oversight Services investigations in the Mission area. The collaboration was extended to include the military police, who investigate all category 2 misconduct involving the military as well as referrals from the Office of Internal Oversight Services that involve the military. The process has been working smoothly since 2006.

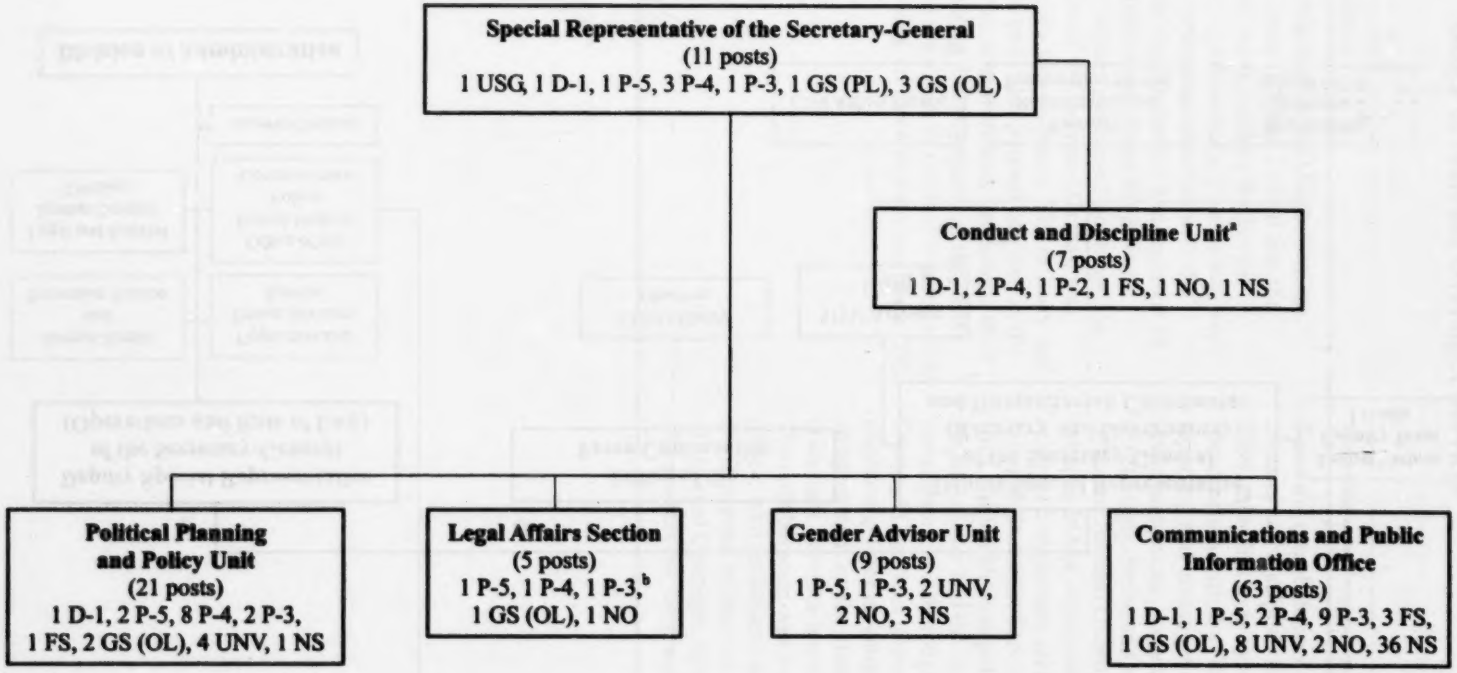
Annex

Organization charts

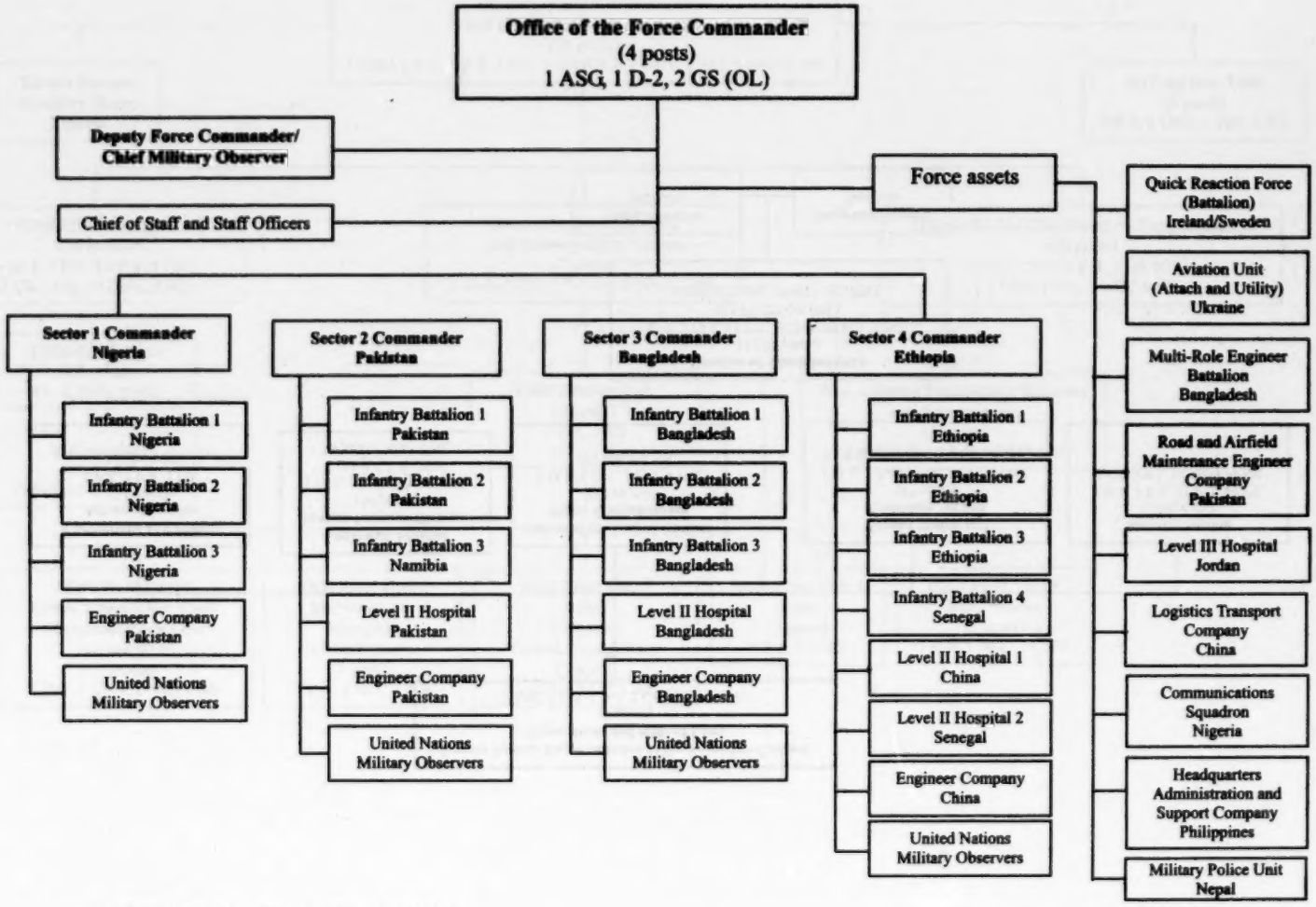
A. Substantive offices of the United Nations Mission in Liberia


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Operations and Rule of Law)
Office of the Force Commander
Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator
United Nations Country Team Liberia
Human Rights and Protection Section
Correction and Prison Advisory Service
Legal and Judicial System Support Division
Office of the United Nations Police Commissioner
Security Section
Division of Administration
Chief Military Observer
HIV Adviser Unit
Civil Affairs Section
Recovery, Rehabilitation and Reintegration Section
Humanitarian Coordinator's Support Office

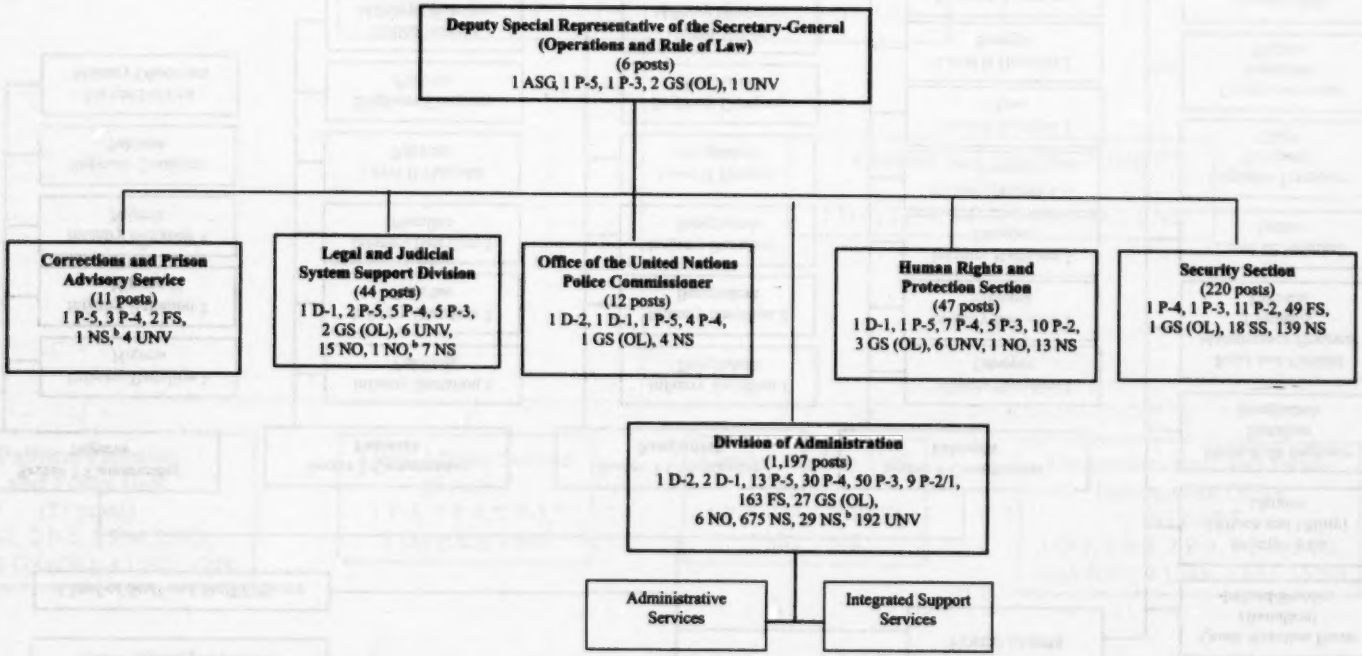
B. Office of the Special Representative of the Secretary-General


Special Representative of the Secretary-General
(11 posts)
1 USG, 1 D-1, 1 P-5, 3 P-4, 1 P-3, 1 GS (PL), 3 GS (OL)
Conduct and Discipline Unit[a]
(7 posts)
1 D-1, 2 P-4, 1 P-2, 1 FS, 1 NO, 1 NS
Political Planning and Policy Unit
(21 posts)
1 D-1, 2 P-5, 8 P-4, 2 P-3, 1 FS, 2 GS (OL), 4 UNV, 1 NS
Legal Affairs Section
(5 posts)
1 P-5, 1 P-4, 1 P-3,[b] 1 GS (OL), 1 NO
Gender Advisor Unit
(9 posts)
1 P-5, 1 P-3, 2 UNV, 2 NO, 3 NS
Communications and Public Information Office
(63 posts)
1 D-1, 1 P-5, 2 P-4, 9 P-3, 3 FS, 1 GS (OL), 8 UNV, 2 NO, 36 NS

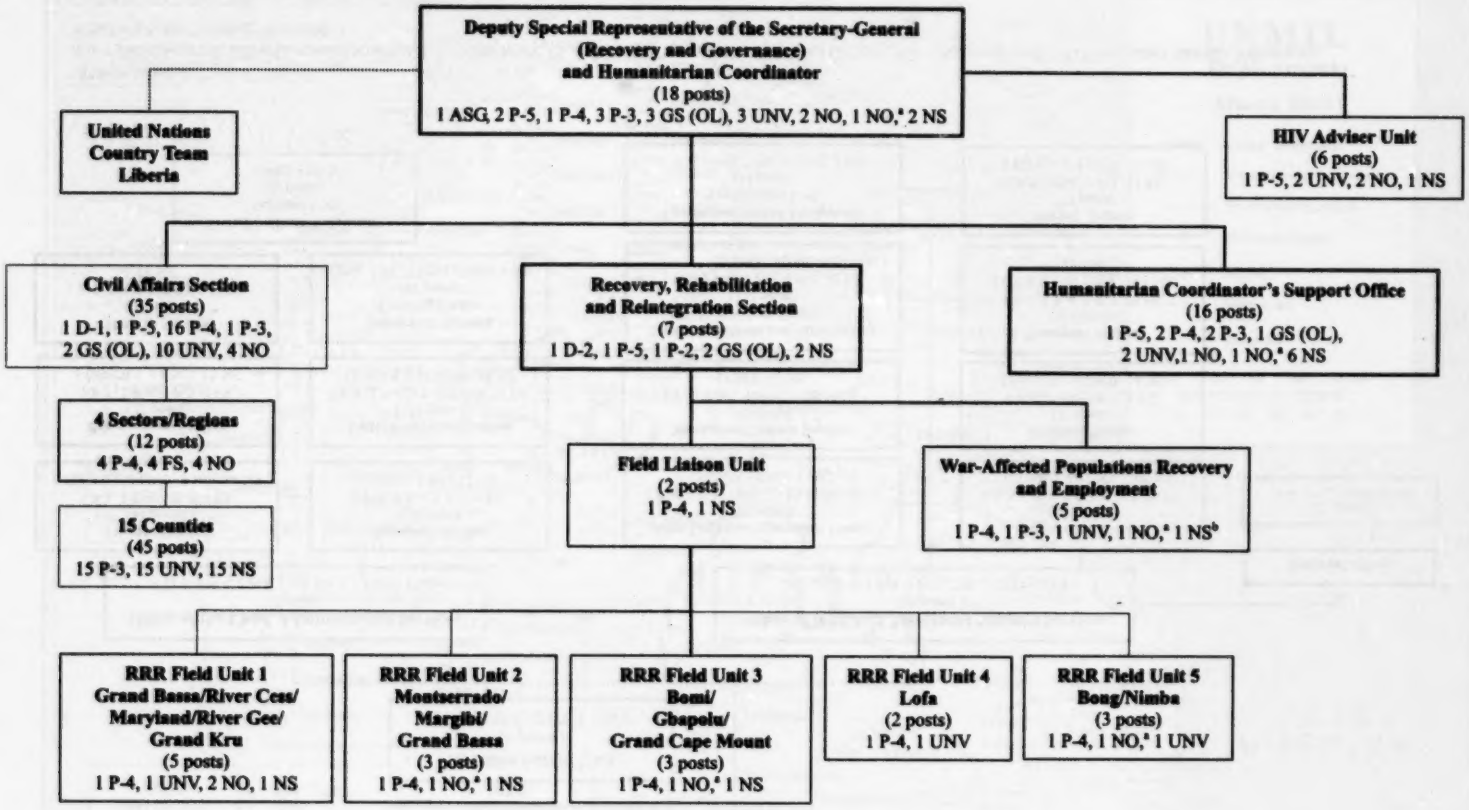
C. Military operations



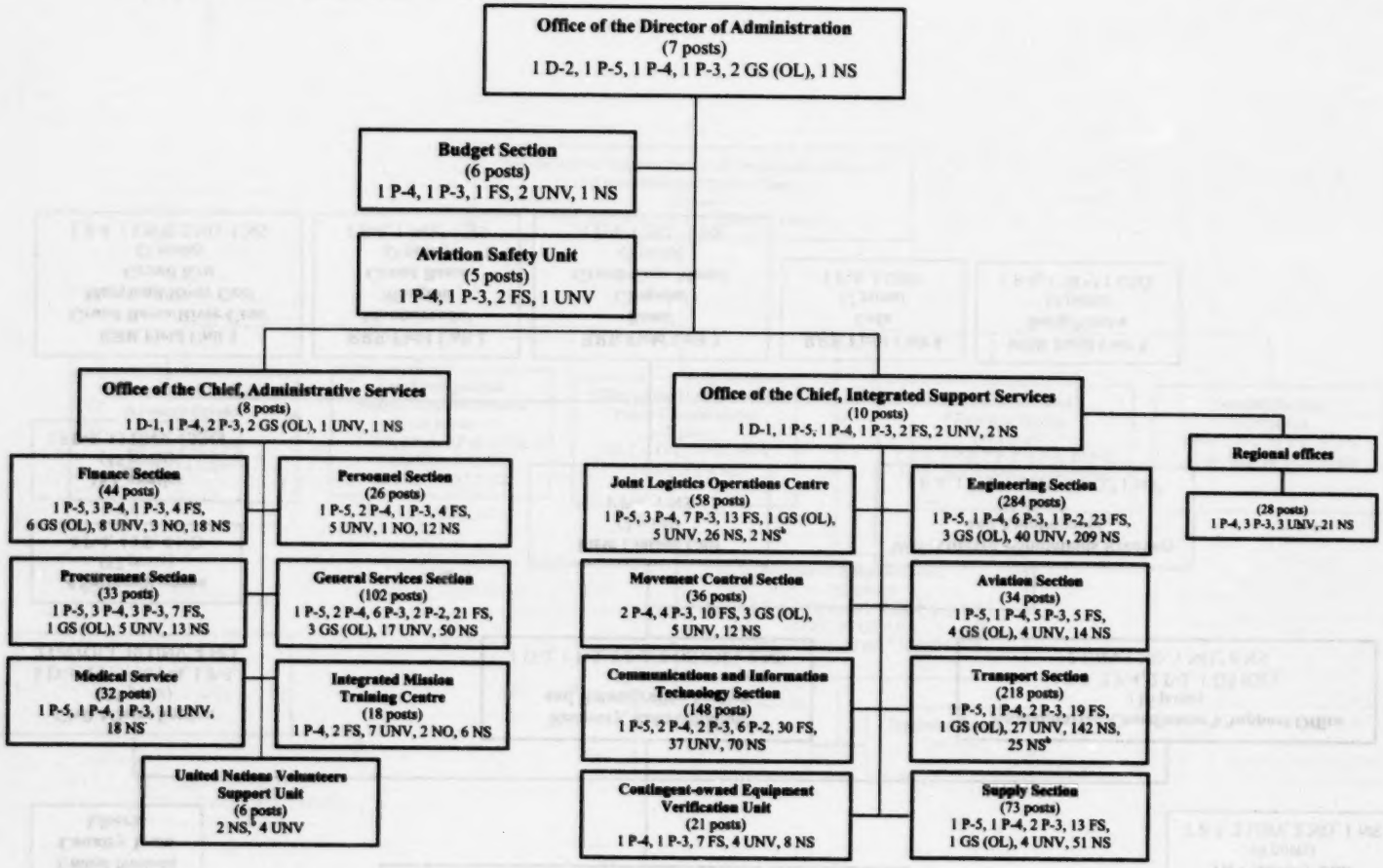
D. Office of the Deputy Special Representative of the Secretary-General (Operations and Rule of Law)


Deputy Special Representative of the Secretary-General (Operations and Rule of Law)
(6 posts)
1 ASG, 1 P-5, 1 P-3, 2 GS (OL), 1 UNV
Corrections and Prison Advisory Service
(11 posts)
1 P-5, 3 P-4, 2 FS, 1 NS,[b] 4 UNV
Legal and Judicial System Support Division
(44 posts)
1 D-1, 2 P-5, 5 P-4, 5 P-3, 2 GS (OL), 6 UNV, 15 NO, 1 NO,[b] 7 NS
Office of the United Nations Police Commissioner
(12 posts)
1 D-2, 1 D-1, 1 P-5, 4 P-4, 1 GS (OL), 4 NS
Human Rights and Protection Section
(47 posts)
1 D-1, 1 P-5, 7 P-4, 5 P-3, 10 P-2, 3 GS (OL), 6 UNV, 1 NO, 13 NS
Security Section
(220 posts)
1 P-4, 1 P-3, 11 P-2, 49 FS, 1 GS (OL), 18 SS, 139 NS
Division of Administration
(1,197 posts)
1 D-2, 2 D-1, 13 P-5, 30 P-4, 50 P-3, 9 P-2/1, 163 FS, 27 GS (OL), 6 NO, 675 NS, 29 NS,[b] 192 UNV
Administrative Services
Integrated Support Services

E. Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance)

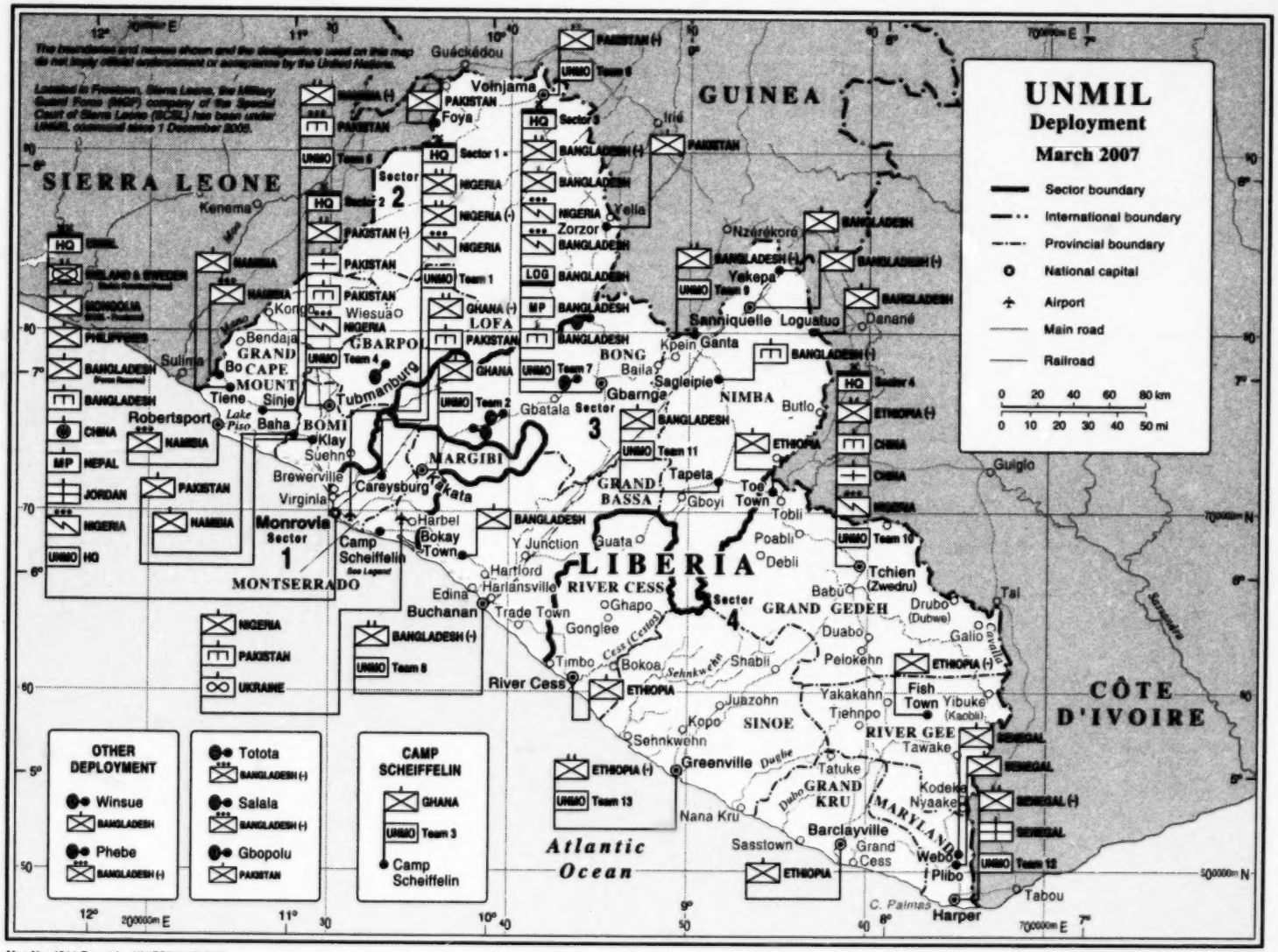

Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator
(18 posts)
1 ASG, 2 P-5, 1 P-4, 3 P-3, 3 GS (OL), 3 UNV, 2 NO, 1 NO,[a] 2 NS
United Nations Country Team Liberia
HIV Adviser Unit
(6 posts)
1 P-5, 2 UNV, 2 NO, 1 NS
Civil Affairs Section
(35 posts)
1 D-1, 1 P-5, 16 P-4, 1 P-3, 2 GS (OL), 10 UNV, 4 NO
Recovery, Rehabilitation and Reintegration Section
(7 posts)
1 D-2, 1 P-5, 1 P-2, 2 GS (OL), 2 NS
Humanitarian Coordinator's Support Office
(16 posts)
1 P-5, 2 P-4, 2 P-3, 1 GS (OL), 2 UNV,1 NO, 1 NO,[a] 6 NS
4 Sectors/Regions
(12 posts)
4 P-4, 4 FS, 4 NO
15 Counties
(45 posts)
15 P-3, 15 UNV, 15 NS
Field Liaison Unit
(2 posts)
1 P-4, 1 NS
War-Affected Populations Recovery and Employment
(5 posts)
1 P-4, 1 P-3, 1 UNV, 1 NO,[a] 1 NS[b]
RRR Field Unit 1
Grand Bassa/River Cess/ Maryland/River Gee/ Grand Kru
(5 posts)
1 P-4, 1 UNV, 2 NO, 1 NS
RRR Field Unit 2
Montserrado/ Margibi/ Grand Bassa
(3 posts)
1 P-4, 1 NO,[a] 1 NS
RRR Field Unit 3
Bomi/ Gbapolu/ Grand Cape Mount
(3 posts)
1 P-4, 1 NO,[a] 1 NS
RRR Field Unit 4
Lofa
(2 posts)
1 P-4, 1 UNV
RRR Field Unit 5
Bong/Nimba
(3 posts)
1 P-4, 1 NO,[a] 1 UNV

F. Division of Administration


Office of the Director of Administration
(7 posts)
1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL), 1 NS
Budget Section
(6 posts)
1 P-4, 1 P-3, 1 FS, 2 UNV, 1 NS
Aviation Safety Unit
(5 posts)
1 P-4, 1 P-3, 2 FS, 1 UNV
Office of the Chief, Administrative Services
(8 posts)
1 D-1, 1 P-4, 2 P-3, 2 GS (OL), 1 UNV, 1 NS
Office of the Chief, Integrated Support Services
(10 posts)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 2 FS, 2 UNV, 2 NS
Regional offices
(28 posts)
1 P-4, 3 P-3, 3 UNV, 21 NS
Finance Section
(44 posts)
1 P-5, 3 P-4, 1 P-3, 4 FS, 6 GS (OL), 8 UNV, 3 NO, 18 NS
Personnel Section
(26 posts)
1 P-5, 2 P-4, 1 P-3, 4 FS, 5 UNV, 1 NO, 12 NS
Procurement Section
(33 posts)
1 P-5, 3 P-4, 3 P-3, 7 FS, 1 GS (OL), 5 UNV, 13 NS
General Services Section
(102 posts)
1 P-5, 2 P-4, 6 P-3, 2 P-2, 21 FS, 3 GS (OL), 17 UNV, 50 NS
Medical Service
(32 posts)
1 P-5, 1 P-4, 1 P-3, 11 UNV, 18 NS
Integrated Mission Training Centre
(18 posts)
1 P-4, 2 FS, 7 UNV, 2 NO, 6 NS
United Nations Volunteers Support Unit
(6 posts)
2 NS,[b] 4 UNV
Joint Logistics Operations Centre
(58 posts)
1 P-5, 3 P-4, 7 P-3, 13 FS, 1 GS (OL), 5 UNV, 26 NS, 2 NS[b]
Engineering Section
(284 posts)
1 P-5, 1 P-4, 6 P-3, 1 P-2, 23 FS, 3 GS (OL), 40 UNV, 209 NS
Movement Control Section
(36 posts)
2 P-4, 4 P-3, 10 FS, 3 GS (OL), 5 UNV, 12 NS
Aviation Section
(34 posts)
1 P-5, 1 P-4, 5 P-3, 5 FS, 4 GS (OL), 4 UNV, 14 NS
Communications and Information Technology Section
(148 posts)
1 P-5, 2 P-4, 2 P-3, 6 P-2, 30 FS, 37 UNV, 70 NS
Transport Section
(218 posts)
1 P-5, 1 P-4, 2 P-3, 19 FS, 1 GS (OL), 27 UNV, 142 NS, 25 NS[b]
Contingent-owned Equipment Verification Unit
(21 posts)
1 P-4, 1 P-3, 7 FS, 4 UNV, 8 NS
Supply Section
(73 posts)
1 P-5, 1 P-4, 2 P-3, 13 FS, 1 GS (OL), 4 UNV, 51 NS

[a] Abbreviations:
FS = Field Service; GS = General Service; OL = Other level; PL = Principal level; NO = National Officer; NS = National staff; UNV = United Nations Volunteers; USG = Under-Secretary-General.

[a] Funded under general temporary assistance.
[b] New post.



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Department of Peacekeeping Operations
Cartographic Section